

Adopted Budget

City of Portland, Oregon

Fiscal Year 2016-17
Volume One

**Citywide Summaries
and Bureau Budgets**

Mayor Charlie Hales

Commissioner Nick Fish

Commissioner Amanda Fritz

Commissioner Steve Novick

Commissioner Dan Saltzman

Auditor Mary Hull Caballero

*This document is printed on 100% post-
consumer waste recycled paper.*

Table of Contents

| | |
|--|------------|
| Budget Award | 1 |
| User's Guide | 3 |
| Mayor's Message | 7 |
| City Overview | 11 |
| Budget Overview | 25 |
| Financial Overview | 39 |
| Budget Notes | 69 |
| Guide to Financial Summaries | 73 |
| Financial Summaries | 77 |
| Public Safety Service Area | 113 |
| Bureau of Emergency Communications | 117 |
| Bureau of Fire & Police Disability & Retirement | 127 |
| Portland Police Bureau | 143 |
| Portland Fire & Rescue | 173 |
| Portland Bureau of Emergency Management | 192 |
| Parks, Recreation, & Culture Service Area | 205 |
| Portland Parks & Recreation | 207 |
| Public Utilities Service Area | 241 |
| Bureau of Environmental Services | 243 |
| Portland Water Bureau | 283 |
| Community Development Service Area | 317 |
| Bureau of Development Services | 321 |
| Portland Housing Bureau | 354 |
| Bureau of Planning & Sustainability | 378 |
| Office of Neighborhood Involvement | 402 |
| Portland Development Commission | 424 |
| Office of Equity & Human Rights | 439 |
| Transportation & Parking Service Area | 457 |
| Portland Bureau of Transportation | 459 |
| Elected Officials Service Area | 491 |
| Office of the City Auditor | 493 |
| Office of the Mayor | 516 |
| Commissioner of Public Affairs | 522 |
| Commissioner of Public Safety | 530 |
| Commissioner of Public Utilities | 535 |
| Commissioner of Public Works | 542 |
| City Support Services Service Area | 547 |
| Office of the City Attorney | 550 |
| Office of Government Relations | 562 |
| Office of Management & Finance | 573 |
| Human Resources | 607 |
| Bureau of Internal Business Services | 616 |

Table of Contents

Bureau of Revenue & Financial Services 630

Bureau of Technology Services 649

Office of the Chief Administrative Officer 667

Citywide Projects 673

Special Appropriations 681

City Budget Office 688

Acronyms 699

Glossary 703

Budget Award

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Portland, Oregon for its annual Budget for the fiscal year beginning July 1, 2015.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget document continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

City of Portland

Oregon

For the Fiscal Year Beginning

July 1, 2015

A handwritten signature in black ink, which appears to read 'Jeffrey R. Emswiler', is positioned above the title 'Executive Director'.

Executive Director



User's Guide

The budget document consists of two volumes. Volume One contains general information and an overview of the budget for the City of Portland, as well as the budgets for individual City bureaus and offices. Volume Two provides detailed information about the City's funds and capital projects (capital project details are only included in the Adopted Budget).

If you have any questions about the budget document or the City's budget, please call the City Budget Office at (503) 823-6925 or email citybudgetoffice@portlandoregon.gov.

Volume One - Bureau Budgets

| | |
|----------------------------|--|
| Mayor's Message | This is a message from the Mayor about the challenges and opportunities faced in preparing the Proposed Budget and highlights the Mayor's budget priorities. Changes that occurred in the Approved and Adopted Budget phases will not be reflected in this document. |
| Overviews | <p>City Overview</p> <p>The City Overview gives general information about the City of Portland, including its demographics and government management systems.</p> <p>Budget Overview</p> <p>The Budget Overview presents the total City budget from a number of perspectives, identifies the Council's strategic goals and values, and outlines the City's overall budget process. It also summarizes key budget decisions and delineates the links between those decisions and City Council goals and strategic issues.</p> <p>Financial Overview</p> <p>The Financial Overview lays out the City's financial planning process, fiscal structure, and related policies. This section also includes the five-year forecast, a discussion of City debt management, and highlights of key revenue and expenditure trends.</p> <p>Budget Notes</p> <p>The Budget Notes section lists issues which require further analysis or action, per Council's direction. The notes generally direct bureaus to undertake a particular assignment.</p> |
| Financial Summaries | These summaries show Citywide revenues, expenses, and authorized positions. Tables at the beginning of Volume One summarize the City budget across all funds, list bureau expenses and total City expenses by fund, and detail the City's Capital Improvement Plan (CIP). The Appropriation Schedule, Tax Levy computations, and Urban Renewal Tax Certifications are also included. This section concludes with tables related to the City's debt obligations. |

Service Area Information

City bureaus are categorized into service areas based on the nature of their programs and services. Each service area section of the budget document (Adopted Budget only) begins with a description of the service area and budget highlights for bureaus in that service area. This is followed by the budget for each bureau in the service area. The City's seven service areas are:

- Public Safety
- Parks, Recreation, & Culture
- Public Utilities
- Community Development
- Transportation & Parking
- Elected Officials
- City Support Services

Volume Two - City Funds

Fund Summaries by Service Area

Presented in the same service area order as Volume One, these sections detail the resources and requirements of each City fund. A brief description of each fund's purpose and relevant trends and issues are incorporated with fund financial information.

Capital Project Details

These sections, included only in the Adopted Budget, describe each of the City's capital projects by bureau and capital program. Each project includes a title, project description, funding source (last line of project description), historical and five-year projected costs, net operation and maintenance costs, the geographic location of the project, the project objective, total project cost (projected cost of the total project if expenditures are planned beyond the five-year plan), original project cost (displays the total project cost as identified during the first year of project implementation), and the confidence level of the bureau that the project costs will not change. Project titles beginning with "NEW" were not included in the previous year's five-year capital improvement plan.

Portland Development Commission (PDC) Adopted Budget

As required by the City's Charter, the PDC Adopted Budget is incorporated here by reference. See the PDC website for the PDC Adopted Budget: <http://www.pdc.us/>.

Figure 1: Appropriated Funds by Managing Agency

| Managing Agency | Fund | Service Area | Fund Type |
|---|--|-----------------------|-----------------|
| Bureau of Development Services | | | |
| | Development Services Fund | Community Development | Special Revenue |
| Bureau of Emergency Communications | | | |
| | Emergency Communication Fund | Public Safety | Special Revenue |
| Bureau of Environmental Services | | | |
| | Environmental Remediation Fund | Public Utilities | Enterprise |
| | Sewer System Construction Fund | Public Utilities | Enterprise |
| | Sewer System Debt Redemption Fund | Public Utilities | Enterprise |
| | Sewer System Operating Fund | Public Utilities | Enterprise |
| | Sewer System Rate Stabilization Fund | Public Utilities | Enterprise |
| Bureau of Fire & Police Disability & Retirement | | | |
| | Fire & Police Disability & Retirement Fund | Public Safety | Fiduciary |
| | Fire & Police Disability & Retirement Reserve Fund | Public Safety | Fiduciary |

Figure 1: Appropriated Funds by Managing Agency (Continued)

| Managing Agency | Fund | Service Area | Fund Type |
|-------------------------------------|--|------------------------------|--------------------|
| Bureau of Planning & Sustainability | | | |
| | Community Solar Fund | Community Development | Special Revenue |
| | Solid Waste Management Fund | Public Utilities | Enterprise |
| City Budget Office | | | |
| | Fire & Police Supplemental Retirement Reserve Fund | Public Safety | Fiduciary |
| | General Fund | City Fund | Major Governmental |
| | General Reserve Fund | City Fund | Special Revenue |
| Commissioner of Public Affairs | | | |
| | Children's Investment Fund | Community Development | Special Revenue |
| Office of Management & Finance | | | |
| | 320 Cully Blvd. NPI Debt Service Fund | Community Development | Debt Service |
| | 42nd Avenue NPI Debt Service Fund | Community Development | Debt Service |
| | 82nd/Division NPI Debt Service Fund | Community Development | Debt Service |
| | Airport Way Debt Service Fund | Community Development | Debt Service |
| | Arts Education & Access Fund | Community Development | Special Revenue |
| | BFRES Facilities GO Bond Construction Fund | Public Safety | Capital Projects |
| | Bonded Debt Interest and Sinking Fund | City Support Services | Debt Service |
| | Central Eastside Industrial District Debt Service Fund | Community Development | Debt Service |
| | CityFleet Operating Fund | City Support Services | Internal Service |
| | Convention and Tourism Fund | Community Development | Special Revenue |
| | Convention Center Area Debt Service Fund | Community Development | Debt Service |
| | Division-Midway NPI Debt Service Fund | Community Development | Debt Service |
| | Education URA Debt Service Fund | Community Development | Debt Service |
| | Enterprise Business Solutions Services Fund | City Support Services | Internal Service |
| | Facilities Services Operating Fund | City Support Services | Internal Service |
| | Gateway URA Debt Redemption Fund | Community Development | Debt Service |
| | Governmental Bond Redemption Fund | City Support Services | Debt Service |
| | Grants Fund | City Support Services | Major Governmental |
| | Health Insurance Operating Fund | City Support Services | Internal Service |
| | Insurance and Claims Operating Fund | City Support Services | Internal Service |
| | Interstate Corridor Debt Service Fund | Community Development | Debt Service |
| | Lents Town Center URA Debt Redemption Fund | Community Development | Debt Service |
| | North Macadam URA Debt Redemption Fund | Community Development | Debt Service |
| | Parkrose NPI Debt Service Fund | Community Development | Debt Service |
| | Pension Debt Redemption Fund | City Support Services | Debt Service |
| | Printing & Distribution Services Operating Fund | City Support Services | Internal Service |
| | Property Management License Fund | Community Development | Special Revenue |
| | Public Safety GO Bond Fund | Public Safety | Capital Projects |
| | River District URA Debt Redemption Fund | Community Development | Debt Service |
| | Rosewood NPI Debt Service Fund | Community Development | Debt Service |
| | South Park Blocks Redemption Fund | Community Development | Debt Service |
| | Special Finance and Resource Fund | City Support Services | Capital Projects |
| | Special Projects Debt Service Fund | City Support Services | Debt Service |
| | Spectator Venues & Visitor Activities Fund | Parks, Recreation, & Culture | Enterprise |
| | Technology Services Fund | City Support Services | Internal Service |
| | Waterfront Renewal Bond Sinking Fund | Community Development | Debt Service |
| | Willamette Industrial URA Debt Service Fund | Community Development | Debt Service |
| | Workers' Comp Self Insurance Operating Fund | City Support Services | Internal Service |
| Office of the City Auditor | | | |
| | Assessment Collection Fund | Community Development | Special Revenue |

Figure 1: Appropriated Funds by Managing Agency (Continued)

| Managing Agency | Fund | Service Area | Fund Type |
|-----------------------------------|--|------------------------------|--------------------|
| | Bancroft Bond Interest & Sinking Fund | Community Development | Debt Service |
| | Local Improvement District Fund | Community Development | Capital Projects |
| Portland Bureau of Transportation | | | |
| | Gas Tax Bond Redemption Fund | Transportation & Parking | Debt Service |
| | Parking Facilities Fund | Transportation & Parking | Enterprise |
| | Transportation Operating Fund | Transportation & Parking | Major Governmental |
| | Transportation Reserve Fund | Transportation & Parking | Special Revenue |
| Portland Housing Bureau | | | |
| | Community Development Block Grant Fund | Community Development | Special Revenue |
| | Headwaters Apartment Complex Fund | Community Development | Enterprise |
| | HOME Grant Fund | Community Development | Special Revenue |
| | Housing Investment Fund | Community Development | Special Revenue |
| | Tax Increment Reimbursement Fund | Community Development | Special Revenue |
| Portland Parks & Recreation | | | |
| | Golf Fund | Parks, Recreation, & Culture | Enterprise |
| | Golf Revenue Bond Redemption Fund | Parks, Recreation, & Culture | Enterprise |
| | Parks Capital Improvement Program Fund | Parks, Recreation, & Culture | Capital Projects |
| | Parks Endowment Fund | Parks, Recreation, & Culture | Permanent |
| | Parks Local Option Levy Fund | Parks, Recreation, & Culture | Special Revenue |
| | Portland International Raceway Fund | Parks, Recreation, & Culture | Enterprise |
| | Portland Parks Memorial Fund | Parks, Recreation, & Culture | Special Revenue |
| Portland Police Bureau | | | |
| | Police Special Revenue Fund | Public Safety | Special Revenue |
| Portland Water Bureau | | | |
| | Hydroelectric Power Bond Redemption Fund | Public Utilities | Enterprise |
| | Hydroelectric Power Operating Fund | Public Utilities | Enterprise |
| | Hydroelectric Power Renewal Replacement Fund | Public Utilities | Enterprise |
| | Water Bond Sinking Fund | Public Utilities | Enterprise |
| | Water Construction Fund | Public Utilities | Enterprise |
| | Water Fund | Public Utilities | Enterprise |

Mayor's Message



Office of Mayor Charlie Hales
City of Portland

Introduction

I have proposed a budget for FY 2016-17 that invests in the future of a growing city. It focuses new investment on three pressing issues Portland is facing: public safety, homelessness, and housing affordability.

Portland as a city is at a juncture. We're growing, and many Portlanders and businesses are thriving. Yet, many others are experiencing the pains that come with that growth — gang violence, homelessness, the highest increases in housing prices in the country. We have the opportunity to leverage our growth and invest in our future — investments in gang outreach; in more officers; in getting upstream in the lives of our kids; in affordable housing; in rent assistance; and in homeless outreach and camp cleanup.

My proposed budget seizes those opportunities to invest in the Portland we love, and the Portland we all want in the future. Last year we had a record-breaking \$49 million surplus — just two years after we had a record-breaking \$21.5 million deficit in the General Fund. This year we have a surplus of \$16 million in one-time and \$9 million in ongoing General Fund revenue. As we celebrate this prosperity, we must also acknowledge that we face important issues that require significant revenue, now and in the future.

The City's economy is continuing to boom, and Portland's finances are in excellent shape after three prudent, responsible budgets. Now is the time to invest wisely in making all our futures bright.

Investment Priorities

My budget focuses on specific areas of investment. The priorities are:

Public Safety — \$11.1 million

First, I propose investing an additional \$11.1 million in urgent public safety priorities.

We are in the midst of a staffing crisis. We need to quickly hire at least 90 quality police officers. That means we need to provide hiring incentives to make our force competitive, and increase police officer pay to keep quality officers on the force. This budget commits \$5.4 million to keeping quality police officers, recruiting good people, and getting new officers on the street fast.

Our officers are stretched thin, even as Portland is facing high rates of sexual assault, car and bike thefts, traffic violence, and gang violence.

Gang violence last year hit record highs: 193 gang violence incidents; more than 1,000 shots fired; 73 people shot; 15 people killed. The previous high in Portland: 118 incidents in 2012. This year, we're on track to exceed last year's high; already we've had 58 gang violence incidents. Last year at this time we had 42. This budget commits \$260,000 to hiring five more gang outreach workers, growing the Street-Level Gang Outreach program to expand reach and capacity, and cover Portland seven days a week. To keep up with higher call volume, this budget invests \$858,000 to fund 13 training positions at our 9-1-1 center.

To stem the flow of new gang members, we must give all of Portland's youth the opportunity to choose and stay on a safe, healthy path to success. That means we must get upstream in the lives of our kids. This budget provides \$304,000 for 70 more SummerWorks intern sponsorships, amounting to more than 1,000 paid summer interns hired by the City and County. It provides \$28,000 for restorative justice programs at East Portland schools, and it preserves the \$2 million Mayor's Community Centers Initiative, which provides free access to community centers and youth programs.

Addressing other pressing public safety issues and reflecting our commitment to police reform and accountability, this budget commits \$1.7 million to body camera implementation; \$325,000 to Internal Affairs investigators; \$395,000 to Portland Police Bureau sexual assault team expansion; \$300,000 to Vision Zero traffic safety improvements; and \$1.4 million to retain 13 firefighters.

Housing and Homelessness — \$31.8 million

Second, under the State of Emergency in Housing and Homelessness the City Council declared last fall, I make an additional \$31.8 million investment in affordable housing and homeless services.

There are three elements to the State of Emergency: rapid action; deliberate experimentation; real money. To date we've committed \$354 million over 10 years to affordable housing, and \$10 million toward State of Emergency actions. We've developed Safe Sleep Guidelines for people sleeping outside, and opened 575 shelter beds so fewer and fewer people have to. We've made tremendous progress, but Portlanders have been clear: There's more to do.

Additional housing investments include \$14.5 million for affordable housing development, and \$1.2 million in low-income homeownership and rental programming, such as \$370,000 to repair seniors' homes in East Portland and \$60,000 for eviction prevention services.

Homeless services include \$16.2 million in outreach, campsite cleanup, permanent housing placements, veteran services, and shelters — another 800 beds by mid-summer. That investment also includes a new, \$2.3 million enforcement program that, in partnership with the District Attorney and Police Bureau, ensures homeless Portlanders are effectively connected to the services they need, rather than cycling through the justice system.

Additional Revenue

These investments are made possible by \$5.3 million in bureau cuts, and \$8.7 million in new revenues generated by a proposed 0.3 percent increase to the Business License Fee — the first time it has been increased in 40 years.

The Business License Fee applies to a portion of a business' net profit. It has been adjusted three times: 1975 (created), 1976 (raised), and 1977 (lowered). Since its last increase four decades ago, it has remained at 2.2 percent. The 0.3 percent increase will take it to a fee of 2.5 percent on business' profits. Simultaneously, the Owner's Compensation Deduction will be raised to \$125,000, from \$100,000, giving more than 2,000 businesses a tax benefit.

The fee increase will impact 25,200 of the 43,000 businesses that pay the fee; 15,700 businesses will continue to pay the \$100 minimum fee. The businesses that experience an increase in their annual fee will pay between \$61 and \$1,532 more per year, depending on the amount of their profit.

No one wants to raise fees for our great businesses; they're good corporate citizens that support our community, and they've helped make Portland who we are. Yet, we're a growing city facing big-city challenges. These aren't one-time, small-town challenges, and we can't budget for them with one-time, small-town dollars. We need to be responsible leaders by providing enough revenue to deliver basic City services and invest in making lasting progress on our challenges. A slightly larger fee on business' profits will have a far-reaching, positive impact on the city as a whole.

Utility Rates

This year, under the leadership of Water and BES Commissioner Fish, we are submitting service rate increases of 7.00 percent for water and 3.25 percent for the Bureau of Environmental Services. The combined rate comes in at 4.45 percent.

Conclusion

Today we face real challenges: youth violence at record highs; systemic hurdles to access and opportunity; a housing affordability crisis; thousands of people sleeping on our streets. We as Portlanders must seize the opportunity we have, right now, to invest in the city we love, and make ALL our futures bright.



Charlie Hales

Mayor



City Overview

INTRODUCTION

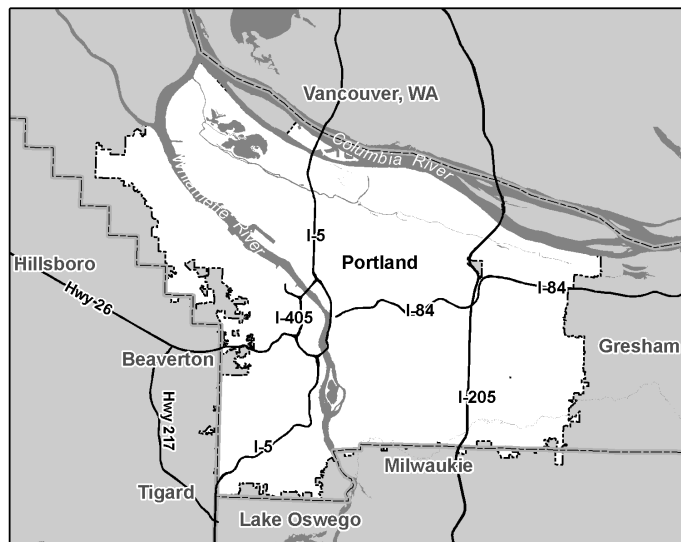
This section of the FY 2016-17 budget document provides general information on the city of Portland, its demographics, and its government management systems. The information will help the reader understand the environment in which decisions are reached during the budget process. This section will also make it easier to examine and understand other sections of this budget document.

Portland's budget document reflects City policies, goals, and priorities. In reviewing how revenues are collected and spent, readers of the budget are watching policy at work. The budget implements the City's long-range strategic and financial plans and serves as an operations guide for the government and its activities. It is also a communication tool, informing residents of the short- and long-term issues and challenges confronting the City. The budget document reflects the goals of residents and leaders alike.

CITY OF PORTLAND CHARACTERISTICS

Basic Statistics

The city of Portland, with a population in 2015 estimated at 613,355 by the Population Research Center at Portland State University, comprises an area of approximately 145 square miles in northwestern Oregon. Located astride the Willamette River at its confluence with the Columbia River, Portland is the center of commerce, industry, transportation, finance, and services for a metropolitan area of nearly 2.4 million people. (The Portland-Vancouver-Hillsboro Metropolitan Statistical Area includes the Oregon counties of Clackamas, Columbia, Multnomah, Washington, and Yamhill, as well as Clark and Skamania counties in Washington.) Portland is the largest city in Oregon, the seat of Multnomah County, and the second largest city in the Pacific Northwest.



Recreation

Nearby Cascade mountain peaks, the Columbia Gorge, and city parks provide abundant opportunities for lovers of the outdoors.

Natural Areas

Portland is situated in the heart of a vast and diverse recreational area encompassing desert, marine, forest, and mountain environments. The city is a convenient point of departure for Pacific Ocean beaches, located 78 miles to the west, and the forested Cascade Mountains to the east.

Among the snow-capped peaks is 11,235-foot Mt. Hood, one of the world's most climbed mountains and home of the world famous Timberline Lodge, only 60 miles from Portland. There are three major ski resorts on the mountain. On a clear day, Mt. St. Helens, an active volcano, is visible to the north.

The Columbia River Gorge National Scenic Area is within 20 miles of downtown Portland. The gorge presents opportunities for swimming, hiking, boating, sailing, and camping, and is well-known for windsurfing.

The city, with one of the highest parks-per-capita ratios in the United States, prides itself on its many beautiful parks, forests, trails, and wetlands. These include the 40-Mile Loop (a trail circling the city that is now much more than 40 miles long); Forest Park, at 5,000 acres the largest wilderness park in the United States; Tom McCall Waterfront Park, built on the site of a freeway dismantled in 1974; and Tryon Creek State Park.

Visitor Opportunities

Known as the City of Roses, many tourist and business visitors are drawn to Portland's attractions. The Oregon Symphony and Portland Opera, the annual Rose Festival, art and historical museums, the Oregon Museum of Science and Industry (OMSI), the Western Forestry Center, the Classical Chinese and Japanese Gardens, the International Rose Test Garden, and the Oregon Zoo are some of Portland's cultural and recreational highlights.

Portland's professional sports teams include the NBA Trail Blazers, the WinterHawks hockey team, and two professional soccer teams, the Timbers and the Thorns. The city's main arena, the Moda Center, was opened in October 1995 as a private-public joint venture. The renovation of the city's Civic Stadium, now called Providence Park, brought the Timbers soccer team to Portland. The Timbers began play as a Major League team in 2011, earning the MLS Championship in 2015.

The Economy

A diverse economy is key to Portland's future.

Overview

Portland's economy has diversified over the past decades. Steady growth in nontraditional sectors, such as electrical equipment manufacturing, instruments, and related products, has helped Portland's economy adapt to national and global trends. The City also boasts a thriving food and restaurant industry, and was named the nation's "Best Food City" by the Washington Post in 2015.

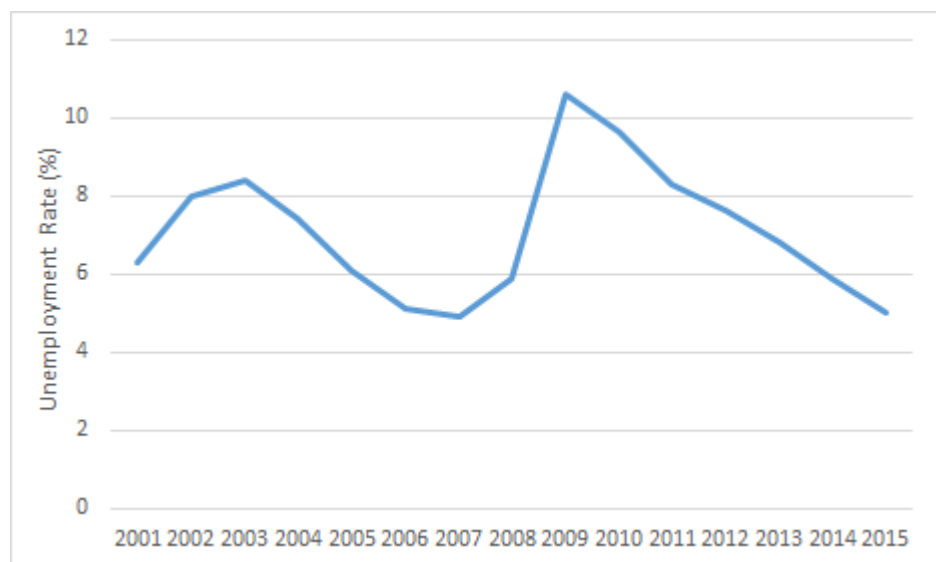
Semiconductor manufacturers, such as Intel and Wacker Siltronic, have established major facilities in the region. Tektronix, Nike, Providence Health & Services, Kaiser Permanente, and Legacy, as well as retailers Safeway, Albertsons, and Fred Meyer are some of the other major nongovernment employers in the Portland metropolitan area. Major public employers include Oregon Health and Science University (OHSU) and Portland State University (PSU).

Recent Trends

The local area economy is leading the state's economic recovery.

The Portland area economy is now well into the expansion that has followed the Great Recession. Most broad economic measures are approaching cyclical highs. Perhaps most notably, county unemployment reached a seasonally adjusted rate of 4.6% in April 2016, the lowest since tracking began in 1990 and representing a decrease of 1.1 percentage points from the prior April. Meanwhile, the housing market is experiencing record low inventories, which in turn has pushed prices higher. Housing prices in the Portland area are now rising faster than any other region in the country, posting an increase of 11.8% between January 2015 and January 2016.

Figure 1: Multnomah County Unemployment



Shipping and Other Port Facilities

The Port of Portland manages four marine terminals, including Oregon's only deep-draft container port, three airports including the Portland International Airport, and five industrial parks.

The Port's four marine cargo terminals handle autos, grain, mineral, and other bulks. With 11.2 million tons handled, the Portland harbor handles more international cargo than any other port on the Columbia River. Portland is the largest bulk mineral exporter on the US West Coast and the largest wheat export gateway in the U.S. Wheat, corn, and soybean growers from Eastern Oregon to the Midwest use the three grain elevators at the Portland Harbor to help get products to overseas buyers. In 2015, Portland was the largest gateway for US made automobiles being exported to Asia and 4th largest import gateway for autos on West Coast.

After the withdrawal of Hanjin in February 2015, the Port is seeing new investments by tenants at the marine terminals approaching a quarter of a billion dollars. Columbia Grain, Portland Bulk Terminals and Auto Warehousing Company have all made improvements to their facilities to help move more products.

At Portland International Airport last year, the Port hit a record-breaking 16.8 million passengers, a 5.9% growth rate over 2014 and is on course to reach 18 million passengers this year. The growth at PDX is being driven by a recovering economy and strong domestic demand and growth from Alaska Airlines, American, Southwest and Delta. PDX now offers nonstop passenger service to 60 domestic destinations.

PDX now offers nonstop service to 10 international destinations-- Amsterdam, Tokyo, Reykjavík, Frankfurt, Vancouver, B.C., Toronto, Calgary, Guadalajara, Puerto Vallarta, and Los Cabos.

Air cargo posted a strong year in 2015 with 228,428 tons - a growth of about 3.7% over the previous year.

The Port is the largest industrial landowner in the Portland metro area and the state. Within its 10,000 acres of property holdings, the Port oversees five industrial parks that offer traded-sector businesses expansion options and fast, efficient access to markets. Rivergate Industrial District, Swan Island, and Portland International Center are industrial parks located in the City.

Downtown and Surrounding Redevelopment Projects

The City of Portland balances housing, retail, and office space in its development.

The City's financial commitment to its downtown and surrounding communities has resulted in one of the nation's most attractive cities for quality of life and healthy, urban living. The Portland Development Commission, an independent agency created in 1958 to serve as Portland's urban renewal and economic development agency, partners with the City to encourage redevelopment, community development, job creation, and economic opportunity. The agency supports both neighborhood and traded sector economic development, focusing efforts on four cluster industries identified in the Portland Development Commission's 2015-2020 Strategic Plan.

In FY 2016-17, the City will encompass 17 active Urban Renewal Areas (12 areas still able to issue new debt) comprising 14.0% of the City's land area. Six of these URAs are newly created 'micro' districts focused on eastside commercial corridors. Three URAs intersect with PDC's neighborhood based activities. Six URAs intersect with the Central City, including:

- ◆ River District URA: 1998-2021. The current goals are to support creating a safe, vibrant, and economically healthy Old Town/Chinatown; encourage redevelopment of the Broadway Corridor, including Union Station, together with 15 acres of land currently used by the U.S. Post Office; attract new companies and entrepreneurs via redevelopment of strategic sites; provide funds for a collaborative project with Multnomah County; and complete renovation of the 10th & Yamhill Garage in partnership with the Portland Bureau of Transportation.
- ◆ North Macadam URA: 1999-2025. With completion of the Central District, through projects like the greenway and SW Gibbs pedestrian bridge, current investments focus on leveraging major infrastructure projects, such as the Portland-Milwaukie Light Rail alignment, and implementing Development Agreements with Portland State University and Zidell. New investment will support ongoing growth of the region's major educational institutions, PSU and OHSU, and infrastructure investments via a public-private partnership to spur redevelopment of the Zidell properties to house significant new job growth in the Central City.

- ◆ Central Eastside URA: 1986-2023. As PDC transitions Burnside Bridgehead redevelopment to the private sector, current investments focus on supporting the Central Eastside's ongoing growth as a high density job center for Portland's industrial businesses, entrepreneurs, and cluster industry firms. Projects include redevelopment of key sites adjacent to and along the new Portland-Milwaukie light rail alignment, such as at the ODOT blocks and new stations at OMSI and SE Clinton. Major infrastructure improvements (the Streetcar Loop and the Burnside/ Couch couplet) were recently completed and will further support future economic development efforts.
- ◆ Oregon Convention Center (OCC): 1989-2013. The goals of the OCC URA are to assist the community in achieving its vision as defined by The Lloyd District Development Strategy and associated neighborhood plans. Major investments focus on regional attractors, including supporting a new Convention Center Hotel through hotel related garage development and improvements to the Rose Quarter.

Transportation and Land Use

TriMet: Tri-County Metropolitan Transportation District

TriMet provides transit services to about 534 square miles of the metropolitan area. TriMet operates 78 bus routes, a 60-mile light rail system, and a 15-mile Westside Express Service (WES) Commuter Rail line. In FY 2016, TriMet provided over 100 million trips. TriMet carries more people than any other U.S. transit system its size. TriMet's rail lines and buses combined to eliminate over 200,000 daily car trips.

TriMet continues to expand the light rail system.

Growth of Regional Light Rail System

TriMet's nationally recognized light rail system, known as the MAX, extends 60 miles and serves all three counties in the region. The MAX Orange Line, including the unique Tilikum Crossing, *Bridge of the People*, opened in September 2015. It extends from downtown Portland and connects to South Waterfront, SE Portland, Milwaukie and north Clackamas County. The multi-modal Tilikum Crossing is the only bridge of its kind in the U.S., carrying MAX light rail and streetcar trains, buses, bicyclists and pedestrians, but no car. It also has the widest multi-use paths of any bridge in Portland. Portland was also the first West Coast city to have rail service to its airport. To date, more than \$10 billion has been invested in new development within walking distance of the 97 MAX stations.

Portland Streetcar Expansion

The Portland Streetcar complements bus and light rail transit.

The City completed 2.4 miles of track to open the first modern streetcar line in July 2001. The alignment runs from Northwest Portland through the Pearl District to Portland State University's Urban Plaza. This successful system later added 0.6 miles to RiverPlace, 0.6 miles to SW Moody and Gibbs to connect with the Portland Aerial Tram to OHSU, and 0.4 miles in August 2007 to the South Waterfront District to complete a total system of 4.0 miles. This original streetcar alignment (now called the North-South or NS Line) is credited with serving as a catalyst for \$3.5 billion in transit-oriented investment and helping to revitalize Portland's urban core with more than 10,212 new housing units and 5.5 million square feet of office, institutional, retail, and hotel construction, all within two to three blocks of the streetcar route and in some areas that were formerly home to industrial land in decline.

The Streetcar Loop extension (now called the Central Loop or CL Line) opened for revenue service in September 2012, extending the streetcar system east across the Willamette River with 3.35 miles from the Pearl District, across the Broadway Bridge, through the Rose Quarter, Convention Center, Lloyd Center, and Central Eastside to a temporary terminus at OMSI. This Streetcar expansion will help stimulate and support new high-density, mixed-use development in the Central City east of the Willamette River.

The Streetcar Complete the Loop project that started in February 2013 was completed in September 2015. The Streetcar Loop around Portland's Central City became operational across the new Tilikum Crossing Bridge concurrently with the opening of Portland to Milwaukie light rail. With the streetcar project now seamlessly connecting the east and west sides of the Willamette, daily ridership has increased - from 4,000 users per day in 2001 to 15,000 users per day in 2015.

Metro

Metro is the country's only elected regional government.

Under Oregon land use law, the Portland area is surrounded by an urban growth boundary. Metro, the country's only elected regional government, manages the boundary and growth within it. Balancing growth with the maintenance of natural amenities is one of the region's major challenges. Citizen desire for parks and natural areas was demonstrated through passage of a local option levy in the May 2013 special election. The levy will raise \$10 million per year for maintenance of open space acquired over the last decade.

The Region and Its Environment

Portland is one of the first cities in the country to have waterways listed under the Endangered Species Act.

Portland works to maintain a high quality of life and a healthy environment. Under the Endangered Species Act, steelhead and salmon within Portland-area watersheds were listed as threatened species. In this context, the City must carefully balance environmental, recreational, and commercial concerns as the City develops both banks of the Willamette River through the River Plan.

Post-Secondary Education

Oregon's urban research university, recognized for excellence in sustainability and community engagement, is located in the heart of downtown Portland. PSU's motto is "Let Knowledge Serve the City," and the school offers more than 200 degrees with opportunities to work with businesses, schools and organizations on real-world projects. PSU has nine LEED certified buildings on campus and will be opening/renovating two more: School of Business, and the Viking Pavilion and Academic Center. PSU's 25 year plan includes expanding student residence halls and facilities to accommodate an anticipated enrollment of 50,000 students.

Many fine schools dot the Portland landscape.

The Portland area also hosts many other notable institutions, including public, private, and health-oriented schools. Portland, Mount Hood, and Clackamas community colleges provide excellent and affordable two-year programs for area residents. Private institutions like Lewis & Clark College, Reed College, Concordia College, and the University of Portland offer programs in diverse fields. Three health science institutions are found in Portland: Oregon Health Sciences University (OHSU), National College of Naturopathic Medicine, and Western States Chiropractic College.

These educational assets, plus clean water and air, cultural diversity, architectural beauty, and the relative ease of getting around, combine to make Portland a popular, livable city. Portland is consistently rated as one of the best cities in the United States in which to live.

Figure 2: A Profile of Portland's Citizens

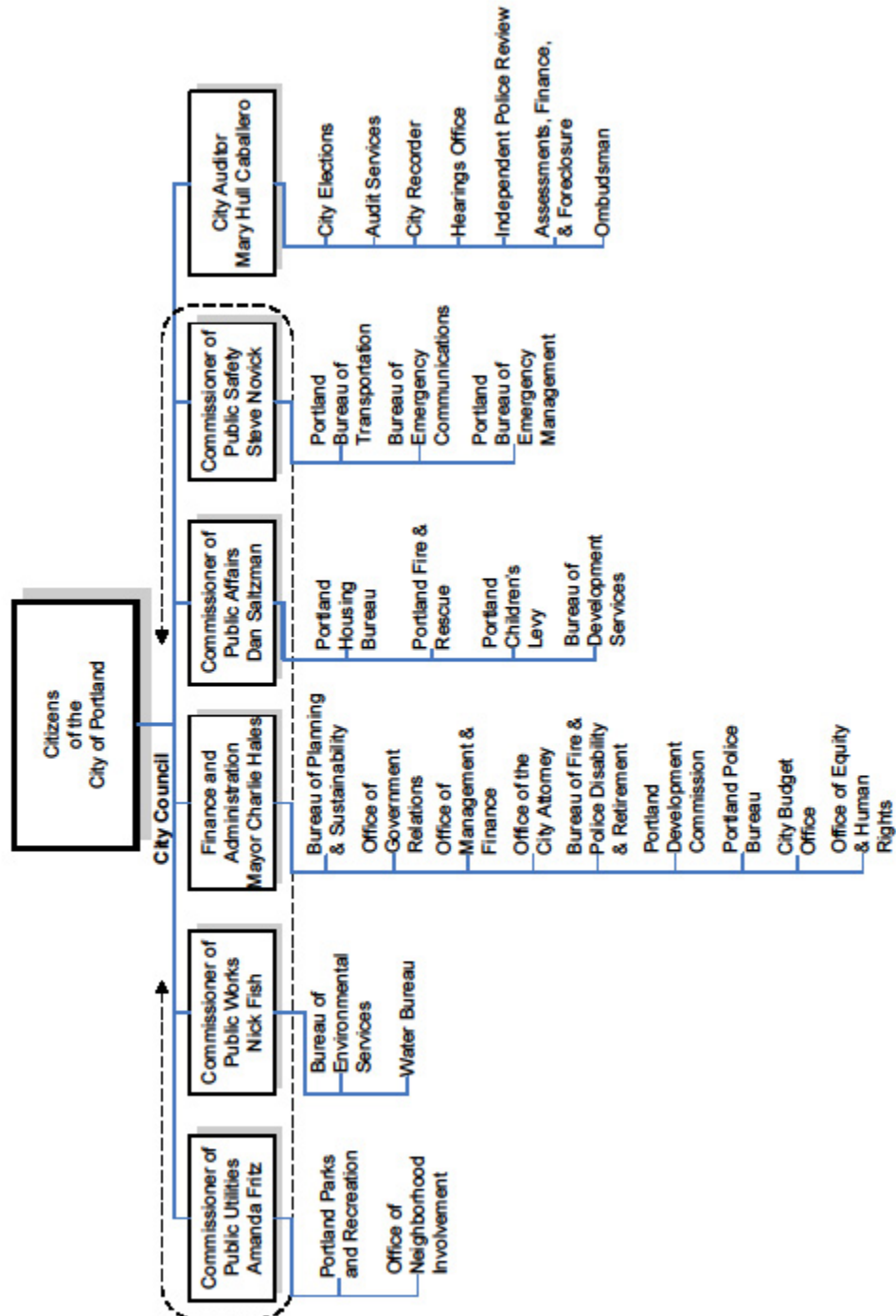
| | | | | | | | Percent Change Between 2011 & 2014 |
|--------------------------------|----------------------------------|---------|---------|---------|---------|---------|--|
| General Characteristics | | 2010 | 2011 | 2012 | 2013 | 2014 | Percent of 2014 Population |
| City Population | | 583,776 | 595,325 | 603,650 | 611,134 | 619,445 | 100.0% |
| Age | Male | 289,211 | 295,365 | 297,942 | 302,285 | 304,728 | 49.2% |
| | Female | 294,565 | 299,960 | 305,708 | 308,849 | 314,717 | 50.8% |
| | Under 18 Years | 111,523 | 116,078 | 116,177 | 112,460 | 114,344 | 18.5% |
| | 18 to 34 Years | 171,282 | 172,458 | 168,660 | 174,252 | 171,156 | 27.6% |
| | 35 to 64 Years | 240,182 | 246,112 | 253,369 | 255,059 | 262,872 | 42.4% |
| | 65 and over | 60,789 | 60,677 | 65,444 | 69,363 | 71,073 | 11.47% |
| Race/Ethnic Distribution | | | | | | | |
| One Race | White | 444,216 | 459,255 | 475,727 | 474,549 | 476,461 | 76.9% |
| | Black or African American | 36,695 | 38,559 | 36,746 | 35,745 | 34,381 | 5.6% |
| | American Indian & Alaska Native | 5,991 | 5,184 | 3,581 | 5,639 | 4,680 | 0.8% |
| | Asian | 41,692 | 45,977 | 42,465 | 45,933 | 42,807 | 6.9% |
| | Native Hawaiian & other Pac. Is. | 3,109 | 1,254 | 4,730 | 2,386 | 4,477 | 0.7% |
| | Some Other Race Alone | 24,793 | 22,027 | 15,218 | 15,836 | 21,350 | 3.4% |
| | Two or more races | 27,280 | 23,069 | 25,183 | 31,046 | 35,289 | 5.7% |
| | Hispanic or Latino (of any race) | 54,840 | 60,301 | 57,049 | 60,974 | 63,194 | 10.2% |
| Household Population | | | | | | | |
| | Average household size | 2.28 | 2.31 | 2.40 | 2.35 | 2.34 | - |
| | Average family size | 2.99 | 3.11 | 3.10 | 3.05 | 3.00 | - |
| Social Characteristics | | | | | | | |
| Population 25 years and over | High school graduate or higher | 364,896 | 383,165 | 401,090 | 402,091 | 415,257 | 67.0% |
| | Bachelor's degree or higher | 173,370 | 182,314 | 194,731 | 204,090 | 207,751 | 33.5% |
| | Place of Birth | | | | | | |
| | Native | 502,403 | 508,419 | 527,042 | 521,514 | 530,634 | 85.7% |
| | Foreign Born | 83,026 | 86,906 | 76,608 | 89,620 | 88,811 | 14.3% |
| | | | | | | | |
| Income and Benefits* | | | | | | | |
| Households | Less than \$10,000 | 24,574 | 25,456 | 21,355 | 22,437 | 22,466 | 8.3% |
| | \$10,000 to \$14,999 | 13,863 | 16,203 | 15,594 | 13,672 | 13,568 | 5.0% |
| | \$15,000 to \$24,999 | 28,694 | 28,577 | 25,325 | 21,412 | 26,499 | 9.8% |
| | \$25,000 to \$34,999 | 27,355 | 27,176 | 23,774 | 24,787 | 23,991 | 8.9% |
| | \$35,000 to \$49,999 | 33,772 | 33,605 | 33,719 | 34,565 | 32,982 | 12.2% |
| | \$50,000 to \$ 74,999 | 44,761 | 42,774 | 40,554 | 40,559 | 43,890 | 16.2% |
| | \$75,000 to \$99,999 | 24,830 | 29,572 | 29,773 | 34,808 | 30,578 | 11.3% |
| | \$100,000 to \$149,999 | 27,297 | 26,336 | 36,014 | 33,894 | 34,779 | 12.9% |
| | \$150,000 to \$199,999 | 8,927 | 10,747 | 11,113 | 11,597 | 12,583 | 4.7% |
| | \$200,000 or More | 10,139 | 10,382 | 11,477 | 15,290 | 15,931 | 5.9% |
| Housing in Portland | | | | | | | |
| Total Occupied Housing Units** | Owner-occupied housing units | 133,502 | 128,055 | 132,005 | 134,315 | 132,248 | 48.9% |
| | Renter-occupied housing units | 115,044 | 122,773 | 116,693 | 118,706 | 125,019 | 46.2% |
| | | | | | | | |

All data from 2011, 2012, 2013, AND 2014 American Community Survey (1 year estimate) unless otherwise noted

In 2011, 2012, 2013, and 2014 inflation-adjusted dollars

** 2010 Census and ACS data, respectively

Figure 3: City of Portland Organization Chart



FORM OF CITY GOVERNMENT

The City of Portland, incorporated in 1851, is a home rule charter city. The City Charter is the basic law under which the City operates and can be amended only by a vote of the people. In 1913, a modified commission form of government was created, which is rare in cities as large as Portland. The City operates under the provisions of the City Charter and City Code, which are consistent with the Oregon Constitution and state law (the Oregon Revised Statutes). Non-emergency ordinances are passed by a simple majority vote of three of the five Council members.

The Charter provides for five non-partisan Council members, called Commissioners, including the Mayor. They are elected at-large to four-year terms. The positions are full-time and salaried. The City Auditor is also elected and required by Charter to be a Certified Public Accountant. The Auditor is not part of the Council and has no formal voting authority.

The Mayor and Commissioners act as legislators and administrators.

The Mayor is the formal representative of the City and is responsible for assigning each of the Commissioners responsibility for one of five areas: Finance and Administration, Public Affairs, Public Safety, Public Utilities, and Public Works. The Mayor also decides which bureaus the Commissioners will manage. The Mayor can change these assignments at any time. Traditionally, the Mayor has been the Commissioner of Finance Management and Administration.

The Mayor and Commissioners act as legislators and administrators. Thus, Council members are responsible for both enacting and enforcing City laws, as well as administering bureaus under their supervision.

The Auditor receives and maintains all documents relating to the accounts and contracts of the City, including its debts, revenues, and financial affairs. The position is responsible for conducting financial and performance audits of City bureaus and their functions. In addition, the Auditor's Office serves as the Council Clerk, responsible for the processing and filing of all official Council actions.

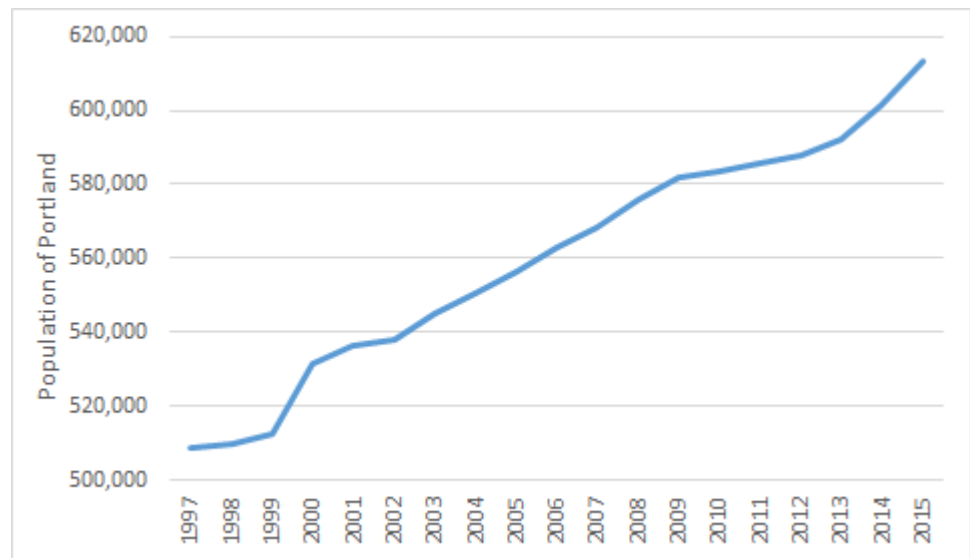
DEMOGRAPHIC DATA

Population

The rate of Portland's growth slowed during the economic downturn, but the city's population continues to increase.

Rapid increases in population can be a negative trend if service demands increase faster than revenue growth. Similarly, declines in population can reduce demand and revenue, which may require cuts in expenditures. The City's population continues to increase, and the region is now experiencing growth rates comparable to levels reached before the "Great Recession."

Figure 4: Portland's Population

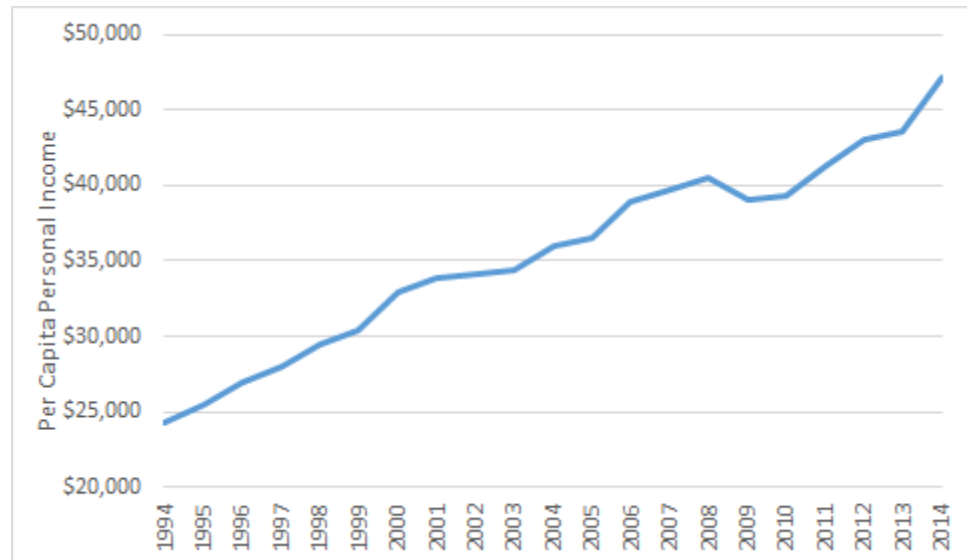


Per Capita Income

Portland's per capita income remains higher than the state average.

Per capita personal income is one measure of a community's ability to pay for government services. Though the data lags somewhat, county figures show a healthy recovery from the "Great Recession" with respect to per capita personal income. At \$47,106 in 2014, per capita personal income in Multnomah County has risen nearly 20% since 2010.

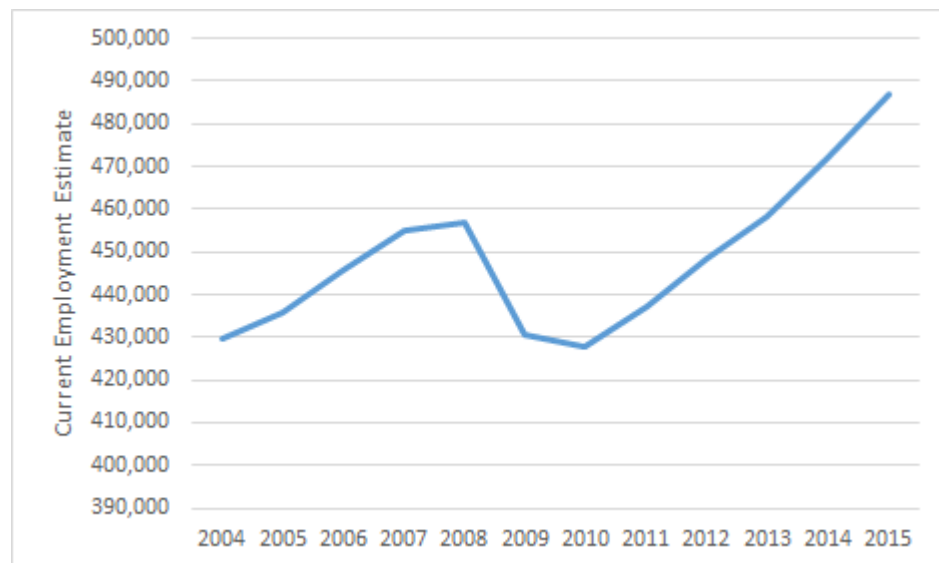
Figure 5: Multnomah County Per Capita Income



Job Growth

After gaining almost 77,500 jobs during the 1990's (20.6% growth), Multnomah County lost nearly 32,000 during the 2000s, representing a 7% decline. In fact, the economic expansion between 2003 and 2008 failed to return to the peak level of employment achieved in 2000. Since 2010, however, the County has experienced consistent job growth each year, with an average of 11,900 jobs added annually. Job growth continues to accelerate, with 15,000 jobs added between 2014 and 2015. Total non-farm employment in the County is now at an all-time high.

Figure 6: Multnomah County Employment



WORKFORCE DIVERSITY

The Council has directed that all City bureaus develop a workforce reflecting the rich cultural diversity of Portland as a community. The figure below indicates that the percentage of all City employees who are women has increased to 33.91% in 2016. The percentage of minority employees has increased to 19.6%, nearly a full percentage point increase from the prior year.

The table below is current as of March 31, 2016. It shows female and minority employment as a percentage of total employment within City bureaus, with steady increases in racial diversity being reported over the last several years. The City has heightened its efforts to hire and retain a racially diverse workforce through initiatives led in part by the Office of Equity and Human Rights.

Figure 7: Citywide Workforce Diversity History
Women and Minorities as a Percent of City Employees

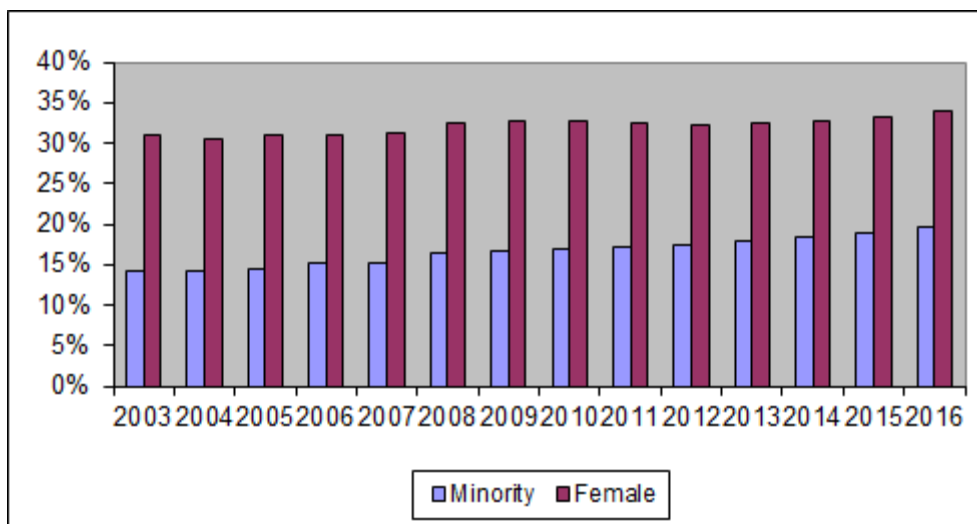


Figure 8: Citywide Workforce Diversity by Bureau—2016

| Bureau | Female | Minority | Total |
|---------------------------------------|--------------|--------------|--------------|
| Attorney | 70.3% | 26.6% | 64 |
| Auditor | 65.4% | 23.1% | 52 |
| City Budget Office | 50.0% | 21.4% | 14 |
| Comm of Public Affairs (Saltzman) | 83.3% | 50.0% | 6 |
| Comm of Public Safety (Novick) | 44.4% | 11.1% | 9 |
| Comm of Public Utilities (Fritz) | 66.7% | 20.0% | 15 |
| Comm of Public Works (Fish) | 50.0% | 37.5% | 8 |
| Development Services | 46.4% | 19.2% | 302 |
| Emergency Communications | 66.1% | 9.5% | 127 |
| Emergency Management | 66.7% | 22.2% | 18 |
| Environmental Services | 33.9% | 15.6% | 513 |
| Equity and Human Rights | 42.9% | 57.1% | 14 |
| Fire & Police Disability & Retirement | 94.1% | 29.4% | 17 |
| Fire & Rescue | 10.7% | 19.0% | 742 |
| Government Relations | 55.6% | 11.1% | 9 |
| Housing Bureau | 71.2% | 45.8% | 59 |
| Mayor | 55.6% | 50.0% | 18 |
| Neighborhood Involvement | 61.2% | 26.5% | 49 |
| OMF-Human Resources | 70.9% | 46.8% | 79 |
| OMF-Technology Services | 27.7% | 26.7% | 195 |
| OMF-Office of the CAO | 58.5% | 20.8% | 53 |
| OMF-Internal Business Svcs | 26.3% | 22.4% | 156 |
| OMF-Revenue & Financial Svcs | 60.7% | 27.9% | 140 |
| Planning and Sustainability | 58.3% | 22.9% | 96 |
| Police | 26.3% | 15.4% | 1,139 |
| Parks & Recreation | 43.2% | 23.8% | 516 |
| Transportation | 27.1% | 18.0% | 728 |
| Water | 32.7% | 19.9% | 544 |
| Citywide Workforce Totals: | 33.9% | 19.6% | 5,682 |

Budget Overview

A Guide to the Budget Overview

The City of Portland (the City) budget document for FY 2016-17 serves as a fiscal, programmatic, and policy information guide. The document is organized to provide Citywide information at levels of increasing detail.

Within the budget document, the City's budget decisions and financial information are presented from a variety of perspectives. There is special emphasis on the General Fund as it contains the discretionary resources available to the City, resources that can be allocated to any City program. The Budget Overview contains information on:

- ◆ Citywide strategic goals and strategies
- ◆ The total City budget
- ◆ The General Fund budget
- ◆ Highlights of financial challenges
- ◆ Highlights of the Capital Improvement Plan
- ◆ A description of the budget process

Summary financial tables are located in the Financial Summaries section of this document.

Strategic Goals and Strategies

Council Vision, Mission, Values, and Goals

Vision

We aspire to be a beautiful, safe, and clean city of choice for ourselves and future generations - a city with a healthy and sustainable economy, strong businesses, vital neighborhoods, a diverse population, excellent schools, a vibrant downtown, an honest government that is open and participatory, extensive recreational and cultural opportunities, a healthy environment, and sufficient housing stock to meet our needs.

Mission

The City of Portland is a responsive and accessible local government that strives to continually identify and seize opportunities to improve the quality of life in our community. We work to support civic excellence and effective, responsive community and intergovernmental partnerships.

We provide urban services to meet the public health and safety, transportation, environmental, recreational, planning, and neighborhood livability needs of our citizens and visitors. We are responsible for providing clean and safe drinking water and for the maintenance of the City's water system. We are responsible stewards of our City's fiscal health and resources. We utilize a diverse, skilled, and dedicated workforce to provide seamless service to our citizens and visitors. We strive for excellence in all we do.

Values

- ◆ **Commitment** We believe that service to our citizens and customers is our most important job. We will make sure that people can count on us to be responsive to the needs of the community.
- ◆ **Integrity** Whenever we make a decision, provide a service, or interact with citizens and customers, we act with honesty and integrity. People learn from experience that they can continue to trust us. We treat all people equally and equitably.
- ◆ **Partnerships** Our team supports and complements the leadership of our Mayor and City Council. We involve people and key stakeholders because we value their commitment, diversity, and ownership.
- ◆ **Innovation** We apply creative and cost-effective solutions when delivering services to our community with a goal of continuously improving the quality of life.

Goals

The current goals of the Mayor and the City Council follow. In the coming years, these goals will be updated and realigned to reflect the Portland Plan.

Ensure a safe and peaceful community

- ◆ Protect life
- ◆ Preserve property
- ◆ Promote community responsibility, commitment, and preparedness

Promote economic vitality and opportunity

- ◆ Support quality education
- ◆ Provide high quality, reasonably priced public utility services
- ◆ Create an attractive location for businesses and jobs

Improve the quality of life in neighborhoods

- ◆ Ensure growth and development are well managed
- ◆ Provide access to transportation and recreation services
- ◆ Provide affordable housing and reduce neighborhood nuisances

Protect and enhance the natural and built environment

- ◆ Protect the city's land, water, air, and open spaces
- ◆ Provide safe drinking and waste water services
- ◆ Protect endangered species

Operate and maintain an effective and safe transportation system

- ◆ Provide multi-modal transportation choices
- ◆ Maintain and improve street conditions
- ◆ Support economic development and neighborhood livability

Deliver efficient, effective, and accountable municipal services

- ◆ Deliver responsive, competitive government services
- ◆ Maintain healthy City financial condition

- ◆ Manage government to achieve goals

The Portland Plan

The Portland Plan is the document that will guide City development efforts and prioritization of limited resources through 2035. The plan is comprised of three integrated strategies: 1) thriving, educated youth; 2) economic prosperity and affordability; 3) and a healthy, connected City. All strategies are tied together by an equity framework to guide the plan implementation and improve City operational business practices, support actions that promote accountability, close disparity gaps, and increase community engagement in civic activities.

Budget Summary

Total City Budget

The total City budget is up by \$404.4 million from the FY 2015-16 Revised Budget.

Total City Budget

State of Oregon Local Budget Law requires the City to report its total legal budget. This is defined to include total operating costs and the internal transactions between funds. The total Adopted Budget for FY 2016-17 is \$4.28 billion, which reflects a \$404.4 million (10.4%) increase from the FY 2015-16 Revised Budget. As shown in Figure 1 below, the overall increase in the City budget is largely due to external materials and services, contingency, capital outlay, and ending fund balance.

Total Net Budget

Although state budget law requires that all expenditures within and between funds are documented in the legal budget, this overstates actual expenditures for programs because it double counts internal transactions (internal materials and services and fund-level cash transfers). Such transactions occur between City funds, when one City agency provides services to another. Because this technically inflates the budget, the City usually references a net budget.

The net City Budget is up by \$403.9 million from the FY 2015-16 Revised Budget.

After eliminating the intracity transfers, the City's net budget in FY 2016-17 is \$3.46 billion. Table 1 of the Financial Summaries provides greater detail of the total and net City budget figures. A summary is shown below.

Figure 9: Requirements by Major Object Category

| Major Object Category | Revised FY 2015-16 | Adopted FY 2016-17 | Dollar Change | Percent Change |
|-----------------------------------|-------------------------|-------------------------|-----------------------|-------------------|
| Personnel Services | \$ 703,109,360 | \$ 727,341,816 | \$ 24,232,456 | 3.4% |
| External Materials & Services | 760,239,180 | 873,427,713 | 113,188,533 | 14.9% |
| Internal Materials & Services | 203,413,905 | 215,006,960 | 11,593,055 | 5.7% |
| Capital Outlay | 189,782,914 | 255,314,400 | 65,531,486 | 34.5% |
| Total City Bureau Expenses | 1,856,545,359 | 2,071,090,889 | 214,545,530 | 11.6% |
| Contingency | 690,626,314 | 779,753,203 | 89,126,889 | 12.9% |
| Ending Fund Balance | 225,356,279 | 314,789,054 | 89,432,775 | 39.7% |
| Debt Service | 486,865,909 | 509,221,229 | 22,355,320 | 4.6% |
| Cash Transfers | 619,765,134 | 608,732,378 | (11,032,756) | -1.8% |
| Total City Budget | 3,879,158,995 | 4,283,586,753 | 404,427,758 | 10.4% |
| Less Intracity Transfers | (823,179,039) | (823,739,338) | (560,299) | 0.1% |
| Total Net City Expenses | \$ 3,055,979,956 | \$ 3,459,847,415 | \$ 403,867,459 | 13.2% |

Resources for the net City budget are summarized in the figure below.

Figure 10: Resources by Major Object Category

| Major Object Category | Revised FY 2015-16 | Adopted FY 2016-17 | Dollar Change | Percent Change |
|------------------------------|-------------------------|-------------------------|-----------------------|-------------------|
| Beginning Fund Balance | \$ 1,112,101,682 | \$ 1,043,044,301 | \$ (69,057,381) | -6.2% |
| Taxes | 545,613,071 | 580,827,105 | 35,214,034 | 6.5% |
| Licenses & Permits | 238,186,230 | 252,061,144 | 13,874,914 | 5.8% |
| Service Charges & Fees | 718,657,475 | 736,123,796 | 17,466,321 | 2.4% |
| Intergovernmental | 205,013,469 | 272,240,903 | 67,227,434 | 32.8% |
| Miscellaneous Sources | 38,915,230 | 41,753,933 | 2,838,703 | 7.3% |
| Bond & Note Proceeds | 197,492,799 | 533,796,233 | 336,303,434 | 170.3% |
| Intracity Transfers | 823,179,039 | 823,739,338 | 560,299 | 0.1% |
| Total City Budget | 3,879,158,995 | 4,283,586,753 | 404,427,758 | 10.4% |
| Less Intracity Transfers | (823,179,039) | (823,739,338) | (560,299) | 0.1% |
| Total Net City Budget | \$ 3,055,979,956 | \$ 3,459,847,415 | \$ 403,867,459 | 13.2% |

Major Resources

The largest resource categories in the net City budget are beginning balance, taxes, bond and note proceeds, and service charges and fees.

Beginning fund balance is decreasing by \$69.1 million (6.2%).

Tax revenues are increasing by \$35.2 million (6.5%).

Bond and note proceeds are increasing by \$336.3 million (170.3%),

Service charges and fees are up \$17.5 million (2.4%). The adopted FY 2016-17 average effective sewer and stormwater bill increase is 3.25%, and the average effective water rate increase is 7.0%.

Figure 11: City Net Budget—Resources

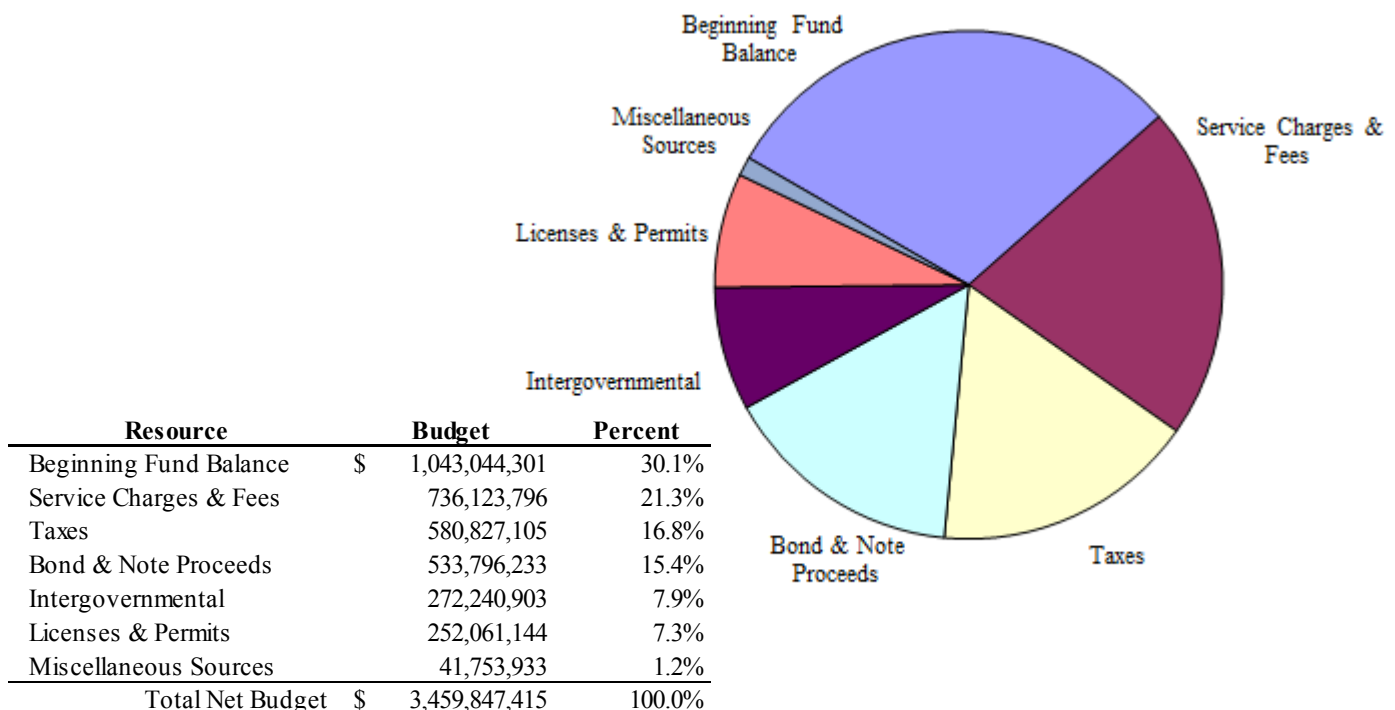
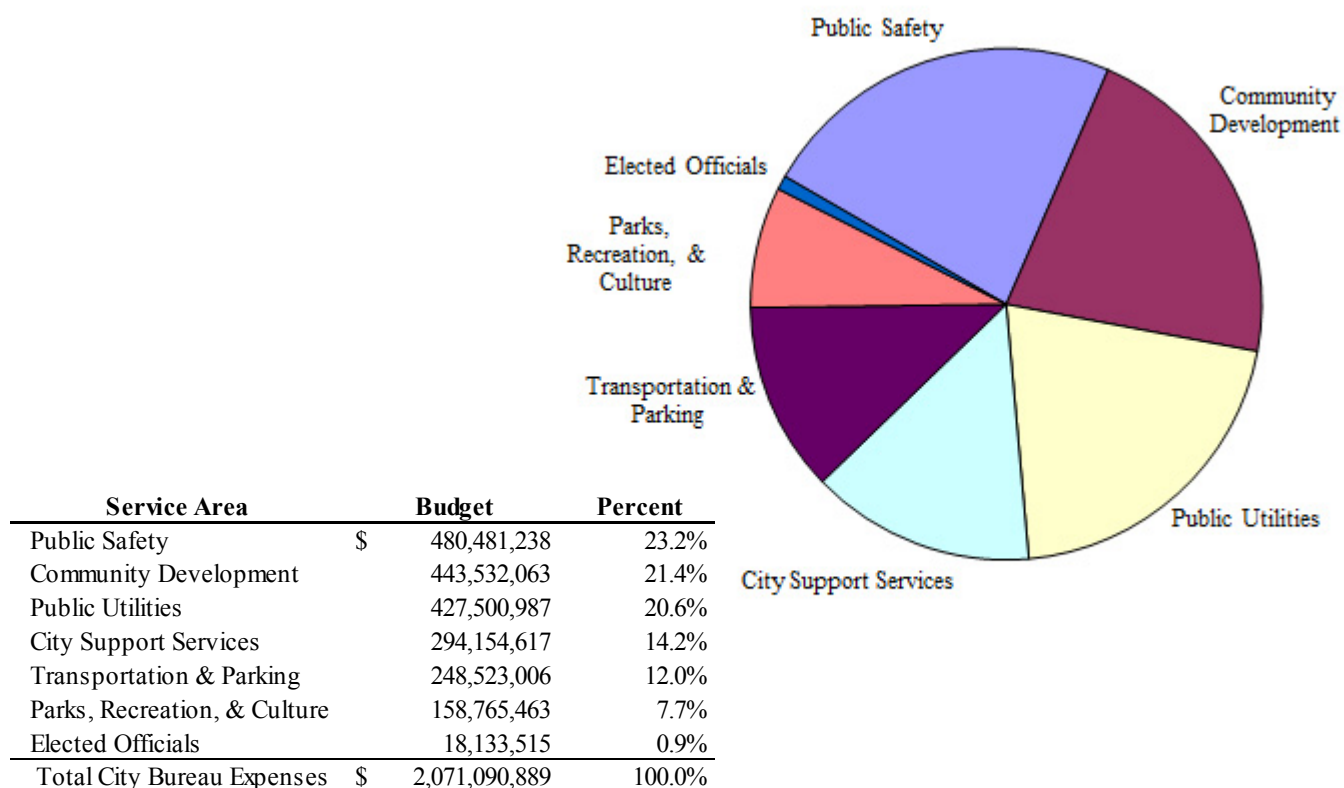


Figure 12: Total City Bureau Expenses—Requirements by Service Area



General Fund Budget General Fund resources are categorized as either discretionary or nondiscretionary. Discretionary resources are those the City Council can allocate to programs and services in any area. In other words, these resources have few restrictions on how they can be allocated. General Fund discretionary resources are typically used to support such basic City services as police, fire, and parks.

Discretionary resources total \$501.4 million, 83.3% of the General Fund.

Discretionary resources include property taxes, utility license fees, business license fees, transient lodging taxes, state shared revenues (from cigarette taxes and liquor sales), interest income, miscellaneous revenues, and cash transfers into the General Fund. Nondiscretionary resources include interagency revenues, service charges, permits and fees, and other revenues specifically dedicated to a particular purpose.

All General Fund resources are also categorized as either one-time or ongoing. An example of a one-time resource is an increase in beginning fund balance. While available in the specific year, it is not a resource that can be relied on in future years. An example of an ongoing resource is an increase in property tax revenues that would be sustained over time. The City budget uses a combination of one-time and ongoing resources to fund programs and services. City financial policies state that one-time resources may not be used to fund ongoing expenses.

The following charts summarize the City's General Fund budget. General Fund resources are discussed in detail in the Financial Overview, and Table 9 in the Financial Summaries section shows General Fund discretionary and total resources as well as General Fund bureau appropriations backed by discretionary revenue.

Figure 13: General Fund—Resources by Major Category

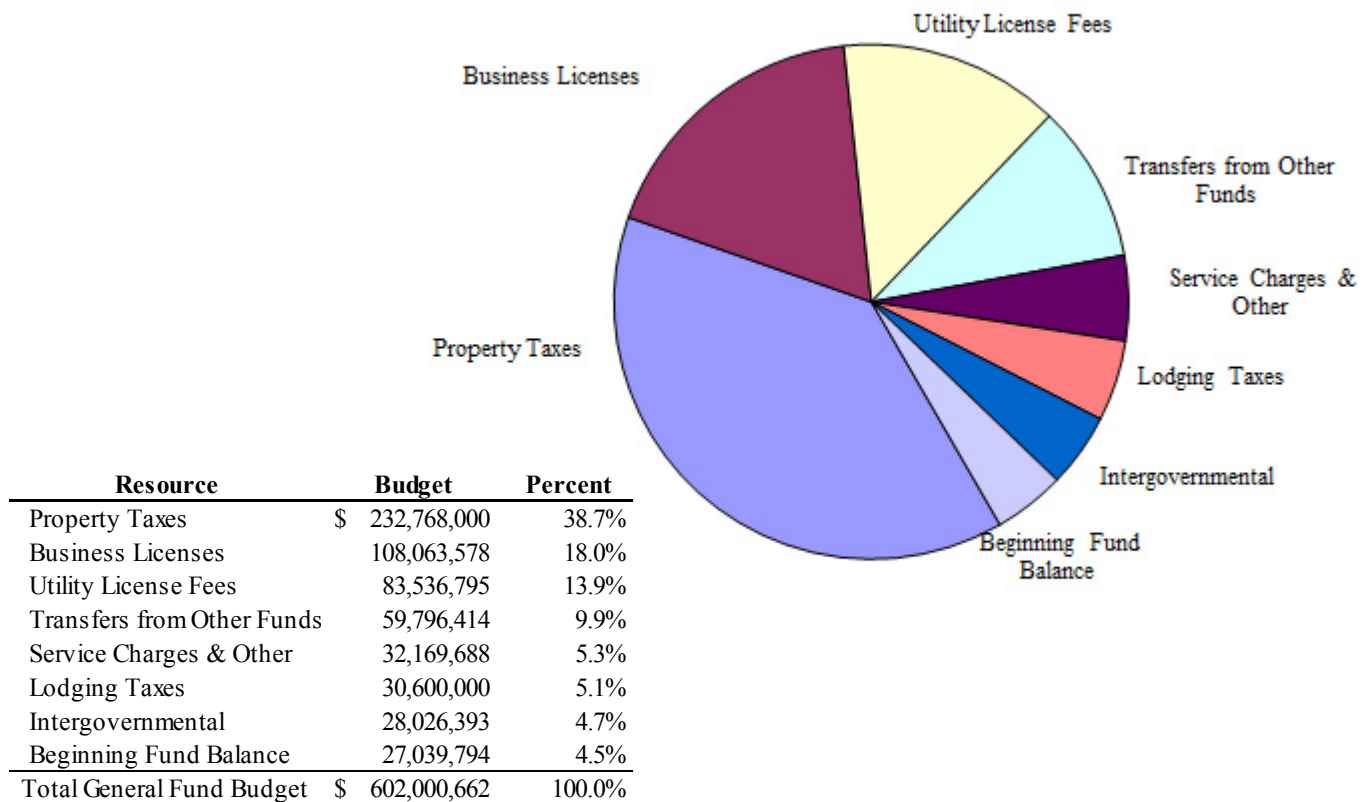
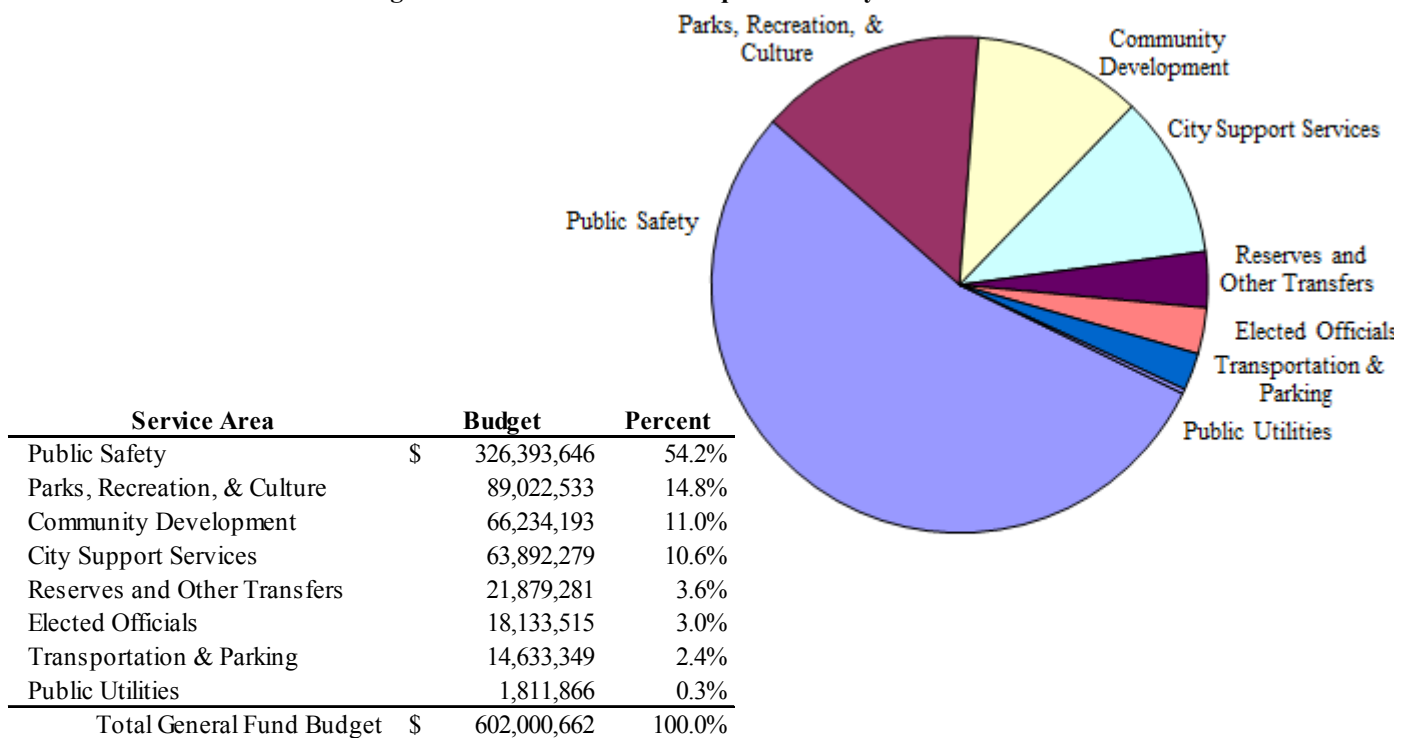


Figure 14: General Fund—Requirements by Service Area



Addressing the Financial Challenges

The General Fund financial forecast for FY 2016-17 results from prolonged robust economic growth. The local economy is slightly more sensitive than average to economic cycles. That is, the Portland economy tends to do better than most during economic expansions and worse than average during downturns. Employment growth has maintained levels usually seen at the peak of expansion. Extremely low inventory is driving home values higher, particularly in Portland's neighborhoods within five miles of downtown. Strong revenue growth from most sources, coupled with very low inflation and smaller-than-expected increases in health benefit costs, have resulted in a very positive budgetary environment. As a result, the City expects to have significant additional General Fund resources in FY 2016-17: \$9.2 million in additional ongoing resources and \$16.4 million in one-time resources.

The Mayor asked most City bureaus that receive General Fund resources to submit 5% reduction options, to focus realignment packages on the bureau's core mission, and to limit add package requests to those which address only the highest priority programs and services. He also asked bureaus to focus on the following priorities: responding to the Housing State of Emergency, preserving core public safety functions, funding programs that have a direct impact on the lives of citizens, and maintaining assets and infrastructure.

Capital Improvement Plan

Overview

The FY 2016-17 Adopted Capital Improvement Plan (CIP) budget totals \$378.7 million, not including the Portland Development Commission. The Citywide CIP for FY 2016-17 through FY 2020-21 is projected to be \$1.6 billion.

FY 2016-17 Major Projects by Service Area

Public Safety

| | |
|---------------------------------------|-------------|
| ◆ Portland Communications Center Roof | \$3,935,133 |
| ◆ Radio System Replacement | \$2,472,732 |
| ◆ Fire Apparatus Replacement | \$1,698,249 |

Parks, Recreation, and Culture

| | |
|-----------------------------------|-------------|
| ◆ Beech Park Development | \$5,000,000 |
| ◆ Pioneer Courthouse Square | \$4,000,000 |
| ◆ Gateway Urban Plaza Development | \$5,000,000 |

Public Utilities

| | |
|--|--------------|
| ◆ Fulton Pump Station Improvements | \$4,215,000 |
| ◆ Tabor Reservoir | \$2,800,000 |
| ◆ Washington Park | \$31,000,000 |
| ◆ Distribution Mains | \$14,276,000 |
| ◆ Surface Water Management | \$13,628,000 |
| ◆ Sewer Maintenance and Reliability projects | \$72,084,000 |

Transportation

| | |
|-----------------------------|-------------|
| ◆ 122nd Safety Improvements | \$4,135,806 |
|-----------------------------|-------------|

Budget Overview

- ◆ Sellwood Bridge \$16,400,000
- ◆ 10th and Yamhill Parking Garage \$6,196,131
- ◆ Street Light Efficiency Program \$5,500,000

City Support Services

- ◆ Portland Building Reconstruction \$12,772,356
- ◆ Veterans Memorial Coliseum Roof \$2,500,000
- ◆ CityFleet Replacement \$12,177,375

Community Development

- ◆ Information Technology Advancement Project \$3,021,103

Inter-Bureau Capital Projects

The chart below highlights inter-bureau projects currently budgeted for FY 2016-17. The chart includes the project, bureaus involved, and budgeted expenses.

Figure 15: Inter-Bureau Projects

| Bureau | Phase 2 Pipe Rehabilitation | Distribution Mains | Spring Garden Park Master Plan | Powell/Division High Capacity Transit | Halsey/Weidler Intersection Improvements |
|-----------------------------------|-----------------------------|--------------------|--------------------------------|---------------------------------------|--|
| Bureau of Environmental Services | \$29,212,000 | \$284,500 | \$0 | \$29,600 | \$56,500 |
| Portland Bureau of Transportation | \$2,938,000 | \$770,900 | \$725,000 | \$1,095,568 | \$1,352,246 |
| Portland Parks & Recreation | \$100,000 | \$0 | \$1,175,000 | \$7,000 | \$3,500 |
| Portland Water Bureau | \$550,000 | \$13,220,600 | \$0 | \$35,600 | \$50,600 |

Dollars for Art

City Code requires that eligible capital projects dedicate a portion of the construction costs to the acquisition of public art, and that the City include the monetary contribution to the Regional Arts & Culture Council (RACC) for public art in the capital budget. These funds are in addition to the \$4.3 million of General Fund dollars awarded to RACC in Special Appropriations. The following chart summarizes the total contribution to RACC from eligible capital projects.

Figure 16: Dedicated Dollars for Art by Capital Project

| Project | Amount for Art |
|--|--------------------|
| Office of Management & Finance | |
| Portland Building Reconstruction Project | \$2,080,000 |
| Office of Management & Finance subtotal | \$2,080,000 |
| Portland Parks & Recreation | |
| Mt. Tabor Yard Maintenance Facility | \$107,648 |
| Lynchview Park Playground | \$45,736 |
| Gateway Green Development | \$40,000 |
| Urban Forestry Maintenance Facility | \$33,736 |
| Reike Synthetic Turf | \$31,010 |
| Couch Park Playground | \$23,310 |
| North Park Blocks Playground | \$22,813 |
| Leach Botanical Garden Phase 3 | \$22,000 |
| Lents Park Playground | \$21,004 |
| Sellwood Park Kitchen Roof | \$18,159 |
| Willamette Park Pathways | \$15,822 |
| Ventura Park Playground | \$15,750 |
| Argay Tennis Court | \$15,234 |
| St. Johns CC Roof | \$14,909 |
| Kenton Park Playground | \$13,827 |
| Colonel Summers Park Loo | \$11,570 |
| Creston Park Playground | \$11,506 |
| Ventura Park Loo | \$10,200 |
| Ed Benedict Park Loo | \$9,044 |
| Mt. Tabor Park Summit Restroom | \$8,904 |
| Whitaker Ponds Access Improvements | \$8,762 |
| Parklane Park Loo | \$8,527 |
| Couch Park Loo | \$8,239 |
| Wilkes Park Loo | \$7,801 |
| Washington Park Stormwater | \$7,480 |
| Washington Park West Parking Lot Improvements | \$6,990 |
| Bloomington Park Restroom | \$6,020 |
| Glenwood Park Restroom | \$5,587 |
| Willamette Park Dog off Leash | \$4,738 |
| Multnomah Art Center & Annex ADA | \$3,271 |
| Lynchview Park Irrigation | \$2,565 |
| Portland Parks & Recreation subtotal | \$562,162 |
| Portland Bureau of Transportation | |
| Bond: Gibbs-River Pkwy, SW | \$104,000 |
| 122nd Ave: I-84 Ramp-Skidmore, NE | \$40,702 |
| Foster Rd: Powell Blvd - 90th Ave, SE | \$39,500 |
| Burnside: W 24th-E Cesar Chavez | \$30,333 |
| Burnside St: 8th-24th, W | \$21,467 |
| Oak St. Naito-10th Ave, SW | \$14,860 |
| Glisan St at 90th Ave, NE | \$7,916 |
| Gravel Street Program | \$7,676 |
| Taylor's Ferry Rd. Rockslide Abatement, SW | \$6,500 |
| Willamette Blvd Semi-Viaduct @ MP 2.3, N | \$5,600 |
| Halsey/Weidler: 103rd - 113th, NE | \$4,390 |
| Broadway Dr Wall E of House #980, SW | \$2,800 |
| Cook at Vancouver LID, N | \$1,847 |
| Portland Bureau of Transportation subtotal | \$287,591 |
| Citywide Total Dollars for Art | \$2,929,753 |

Budget Process

Local Budget Law

Local government budgeting in Oregon is governed by Local Budget Law, Chapter 294 of the Oregon Revised Statutes. The law has two major objectives:

- ◆ Provide standard procedures for preparing, presenting, and administering local budgets
- ◆ Ensure citizen involvement in the preparation of the budget

Budgeting in Oregon is an effort shared by citizens and elected and appointed officials. Citizens involved in the budget process work to ensure the services they require and want are adequately funded. City officials are responsible for building a budget that reflects the public interest and is structurally correct.

The Tax Supervising and Conservation Commission (TSCC), a five-member citizen board appointed by the Governor, reviews the budgets of all governmental jurisdictions in Multnomah County. The TSCC, together with the State Department of Revenue, is responsible for ensuring the City budget complies with Local Budget Law.

Budget Officer and Budget Committee

To give the public ample opportunity to participate in the budget process, Local Budget Law requires that a Budget Officer be appointed and a Budget Committee formed. The Budget Officer prepares the Proposed Budget under direction of the Mayor. The Budget Committee then reviews and revises the Proposed Budget before it is formally adopted by the governing body. For the City, the Budget Officer is the City Budget Director, and the Budget Committee consists of the members of the City Council.

Notices are published, budgets are made available for public review, and opportunities for public comment are provided. These actions encourage public participation in the budget decision-making process and give public exposure to budgeted programs and fiscal policies prior to adoption.

Preparing the Proposed Budget

Acting as the Budget Officer, the Budget Director is responsible for overseeing the preparation of the Mayor's Proposed Budget for presentation to the City Council, sitting as the Budget Committee. The Proposed Budget is the culmination of an extensive process of budget development, analysis, and revision. Bureaus prepare Requested Budgets in accordance with direction given by the Mayor. These are submitted to the City Budget Office, which then analyzes the requests and provides recommendations to the Council.

Public Involvement Process

The City engages in a proactive public outreach effort as part of the budget process. In order to ensure that all stakeholders were involved in the budget development process, bureaus were directed to continue with the Budget Advisory Committee (BAC) process that included management, labor, customers, and internal and external experts. These committees reviewed the bureaus' draft budget requests, and provided input on proposed decision packages.

In advance of the Proposed Budget, the City held two community hearings where specific input was gathered from Portland residents. The feedback Portlanders provided helped the Mayor prioritize services and focus on specific areas where services could be enhanced. Testimony was also collected electronically via email at citybudgetoffice@portlandoregon.gov.

Budget Web Site

The City maintains a community budget web page: www.portlandoregon.gov/budget. The site contains bureaus' Requested Budgets, financial analyses of the requests, current and historical budget documents, and other financial reports.

Portland Utility Board (PUB)

On June 10, 2015, City Council adopted Ordinance 187174 creating a Portland Utility Board (PUB). The PUB is an appointed body of nine community members who advise the City Council on financial plans, capital improvements, annual budget development, and rate setting for the City's water, sewer, and stormwater services.

Direct Public Testimony

Community members may directly contact the Mayor and Commissioners with input for the budget. In addition to participating in the budget advisory committees, the PUB, and community budget forums described above, community members also have several opportunities to personally testify on bureau budget requests:

- ◆ Annual Budget Hearings - the City Council, sitting as the Budget Committee, holds one or more public hearings before the budget is approved. The public may testify on any budget topic during these hearings or submit testimony via email.
- ◆ Tax Supervising and Conservation Commission Hearing - public testimony is taken during the TSCC hearing on the City's Approved Budget.
- ◆ Adopted Budget Hearing - testimony is taken at the City Council session for the final adoption of the budget.

Approving the Budget

In accordance with Local Budget Law, the City Council will convene as the Budget Committee to consider the Proposed Budget. Announcements advertising the Budget Committee meetings are printed in local newspapers. The public is encouraged to attend and provide testimony on the Proposed Budget. The timing and frequency of the public notices are governed by Local Budget Law.

The Budget Committee meets to accomplish four actions:

- ◆ Receive the budget message and budget document
- ◆ Hear and consider public testimony
- ◆ Review and approve a balanced budget
- ◆ Approve the rate for property taxes

The Budget Officer may provide a copy of the Proposed Budget to each member of the Budget Committee at any time prior to the first Budget Committee meeting. The budget becomes a public record at this point.

At the first Budget Committee meeting, the Mayor delivers the budget message, explaining the Proposed Budget and significant changes in the City's financial position. After the initial meeting, the Budget Committee may meet as many times as needed to revise and approve the budget. If two or more meetings are held to take comment from the public, the first meeting must meet Local Budget Law publication requirements. Notice of other meetings of the Budget Committee must be provided as required by Oregon public meeting law. All meetings are open to the public.

The City Budget Office summarizes the changes from the Mayor's Proposed Budget to the Approved Budget. This information and copies of the Proposed Budget are sent to TSCC for review and analysis.

Tax Supervising & Conservation Commission Hearing

TSCC is responsible for reviewing, holding hearings, and producing a report on the budgets of every jurisdiction in Multnomah County. They hold a required public hearing, with Council in attendance, on the Approved Budget. The outcome of this hearing is a letter certifying that the budget is in compliance with Local Budget Law. The letter may contain recommendations and/or objections. The City is responsible for addressing any objections or recommendations.

Adopting the Budget

City Council votes to officially adopt the budget before the start of the new fiscal year on July 1st. Changes that are allowed between the time the budget is approved and final adoption are defined by Local Budget Law and are limited. Changes normally include technical adjustments and carryover amendments.

Amending the Budget

Changes after budget adoption are completed through the budget monitoring process (BMP), which also includes a supplemental budget. During the BMP, bureaus can request to transfer appropriation. In supplemental budgets, bureaus may ask to increase appropriation. The BMP and supplemental budgets provide Council the opportunity to change the budget three times a year.

Budget Calendar

On the next page is a summary of the FY 2016-17 budget calendar, adopted in January 2016.

Figure 17: FY 2016-17 Budget Schedule

| | |
|--|--------------|
| Bureaus/PDC submit Requested Budgets, Five-Year Plans, and CIPs | February 1 |
| Special Appropriation requests for General Fund support due | February 1 |
| City Budget Office Requested Budget reviews distributed to Council | March 7 |
| City Budget Office meetings with Council Offices on budget reviews | Mar 7-25 |
| Council work sessions on Requested Budgets | Mar 15-31 |
| Spring BMP due to City Budget Office | March 28 |
| Public Hearings on Requested Budgets (2 hearings) | April 5 & 12 |
| Council work session on Spring BMP | April 19 |
| Revised General Fund financial forecast released | April 26 |
| Council action to adopt Spring BMP | April 27 |
| Mayor releases Proposed Budget decisions | April 28 |
| Proposed Budget document available | May 10 |
| Budget Committee meeting – Mayor’s Message and Work Session | May 10 |
| PDC Budget Committee meeting – PDC director presents Proposed Budget | May 11 |
| Budget Committee public hearing on City and PDC budgets | May 12 |
| Budget Committee action to approve City and PDC budgets | May 18 |
| Approved Budget submitted to Tax Supervising & Conservation Commission | May 19 |
| Utility Rate Review – first reading and hearing | May 19 |
| Utility Rate Review – second reading | May 25 |
| Over-expenditure ordinance due to City Budget Office | June 2 |
| Tax Supervising & Conservation Commission hearing on Approved Budget | June 8 |
| Council action to adopt budget | June 9 |
| Council action to adopt over-expenditure ordinance | June 15 |



Financial Overview

The City's Financial Structure

Portland's Fund Structure

Revenues to the City are designated and set aside in funds. The fund structure used by the City is detailed below. Fund summaries, which provide revenue and expenditure detail, are included within the appropriate service area section of Volume Two of the City budget document. For example, all Portland Water Bureau-related funds are found within the Public Utilities Service Area section. General Fund summaries are found in the Financial Summaries section of Volume One and the City Funds section of Volume Two.

Types of Funds

The City's funds are divided into three classifications: governmental funds, proprietary funds, and fiduciary funds. Governmental funds are used to account for governmental activities. Proprietary funds include enterprise, or business-type activities, and internal service funds. Fiduciary funds are used for resources held for the benefit of parties outside City government where the City acts as an agent or trustee without commingling resources with general City programs.

Governmental Funds

General Fund: The General Fund includes all activities of the City that are supported by property taxes and other non-dedicated revenues. Bureaus supported by the General Fund include Portland Fire & Rescue, Portland Police Bureau, and Portland Parks & Recreation, among others.

Special Revenue Funds: Special revenue funds receive money from specific sources and are restricted to expenditures for specified purposes. Reserve funds hold resources for future use in countering recessionary trends and mitigating mid-year economic downturns or other financial emergencies.

Debt Service Funds: Debt service funds account for the accumulation of resources for, and the payment of debt service on, general obligation, revenue, assessment, improvement, and urban renewal tax increment bonds. These funds are necessary to manage the City's diverse debt portfolio in a manner that ensures compliance with security covenants as well as state and federal regulations.

Capital Projects Funds: These funds account for major capital acquisition or construction projects such as those funded by general obligation bonds and those in local improvement districts and parks. Revenues are received when the City issues bonds and notes for capital projects. Revenues are also received from other sources of income to the City.

Permanent Funds: The City occasionally creates accounts for gifts or bequests that are legally restricted to the extent that only earnings, and not principal, may be used as designated by the donor. Currently, the City has only one fund of this type, the Parks Endowment Fund.

Proprietary Funds

Enterprise Funds: Enterprise funds, such as the Water Fund and the Sewer System Operating Fund, support business-type activities that charge a fee to external users for goods and services.

Internal Service Funds: Internal service funds account for the sale of central services such as vehicle and printing services to other City and/or governmental entities. These funds operate primarily on revenues received from the entities using their services.

Fiduciary Funds

Trust Pension Funds: The City has three funds for the retirement or disability costs of police and fire personnel. Revenues for the primary fund, the Fire & Police Disability & Retirement (FPDR) Fund, are received from a property tax levy authorized by Portland voters in 1948.

MHCRC Fund: The City maintains a non-budgeted fund to account for the financial transactions of the Mount Hood Cable Regulatory Commission, an agency that enforces cable franchise agreements on behalf of the City of Portland and other surrounding governments.

Portland Development Commission

The Portland Development Commission (PDC) is the City of Portland's urban renewal and economic development agency. PDC is a semi-autonomous organization that interacts with various City programs. Revenue for PDC is provided through a combination of tax increment revenues, federal grants, program income, contracts, private funding, and transfers from the General Fund. PDC's budget is published as separate budget document.

How Funds Interact

City funds interact in a variety of ways. One fund may reimburse another fund for goods or services. Cash transfers may also result from the exchange of resources between funds to cover operating and capital expenses; for example, a transfer from the General Fund to the Transportation Operating Fund to support the operations and maintenance of street lights. Transfers between funds result in the budgeting of dollars in both funds.

Budgetary Controls

City Council maintains oversight of the City's financial condition through formal reviews of the annual budget, various informal reviews, and work sessions. Formal comparisons between historical and actual expenditures and revenues are completed during the year under the direction of the City Budget Office, and reported to Council.

Adjustments to bureau budgets generally occur during scheduled supplemental budget processes and grant acceptance ordinances. The supplemental budget processes allow Council to closely review the Citywide impact of budget adjustments and ensures that Council's directives are followed.

The City has a system for monitoring the financial condition of its General Fund. A Quarterly Financial Tracking Report is issued four times per year. The report provides Council, bureau managers, and the public with information on the status of General Fund revenues and expenditures in comparison to the budget, while also summarizing the current economic conditions.

Basis of Accounting and Accounting Structure

City funds employ either the accrual basis or modified accrual basis of accounting.

Governmental accounting, governed by state statutes and Generally Accepted Accounting Principles (GAAP), differs substantially from private sector accounting. Private sector financial reports measure economic profits, whereas governmental accounting focuses on disclosing how public money is spent.

Types of Accounting

Government-wide financial statements are reported using the economic resources measurement focus and the accrual basis of accounting, as are the proprietary fund and fiduciary fund financial statements. Revenues are recorded when earned, and expenses are recorded when a liability is incurred regardless of the timing of related cash flows.

Governmental fund financial statements are reported using the current financial resources measurement focus and the modified accrual basis of accounting. Governmental funds include the General Fund as well as major and non-major Special Revenue, Debt Service, Capital Projects, and Permanent funds.

Revenues are recognized as soon as they become both measurable and available. Federal and state grants revenues are recorded to the extent that revenues are earned as eligible expenditures are incurred. Expenditures are recorded when a liability is incurred, with these exceptions: claims and judgments; interfund transactions for services which are recorded on the accrual basis; interest expenditures on general long-term debt that are recorded when due; and earned but unpaid vacations that are recorded as expenditures to the extent they are expected to be liquidated with expendable, available financial resources.

Basis of Budgeting

The City budgets on a modified accrual basis. Any unexpended appropriation balances lapse at the end of the fiscal year.

Financial Reporting

The Comprehensive Annual Financial Report (CAFR) of the City presents a picture of the City's finances both on a Citywide and individual fund basis. The CAFR is prepared in accordance with GAAP. It reconciles differences between the budgetary basis, presented in the annual Adopted Budget, and the other presentations used in preparing the CAFR.

The City has earned GFOA's Certificate of Achievement for the past 31 years.

The City has received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the past 31 years. GFOA is a national organization, composed of professionals in the field of public financial management. The group has established stringent criteria for the awards program to ensure quality and full-disclosure accounting and reporting systems within the public sector.

The fiscal affairs of the City are audited by an independent auditor each year.

Independent Audit Requirements

The annual financial report of the City is prepared as required by state law and as recommended by the American Institute of Certified Public Accountants (AICPA). The AICPA requires that an annual audit of the fiscal affairs of the City be performed by an independent auditor in accordance with Government Auditing Standards, issued by the Comptroller General of the United States, and with the minimum standards for audits of Oregon municipal corporations. Under the City Charter, the FPDR Funds and the PDC are required to have separate financial audits.

The City also has an independently elected auditor responsible by City Charter for conducting internal financial and performance audits of specific City services.

City Financial Planning Process

Background

The first step in the budget process involves preparing updated five-year financial forecasts for each major fund. In addition to the General Fund, specific forecasts are prepared for other major City funds, including the Transportation Operating Fund, Sewer System Operating Fund, Development Services Fund, and Water Fund.

These forecasts, which project resources and expenditure requirements by fund over a five-year period, identify long-term service and financial issues requiring attention during the budget process. The forecasts aid Council by placing decisions in a long range financial context for purposes of developing budgets that are balanced for the coming year and subsequent out-years of the five-year financial forecast horizon. Council reviews these plans during work sessions early in the budget process. At that time, bureau managers are given direction on identified issues that provides guidance for preparing and finalizing budgets.

Due to its significance to the City's annual budget, the General Fund five-year financial forecast and financial plan is described in detail.

General Fund Financial Forecast

Overview

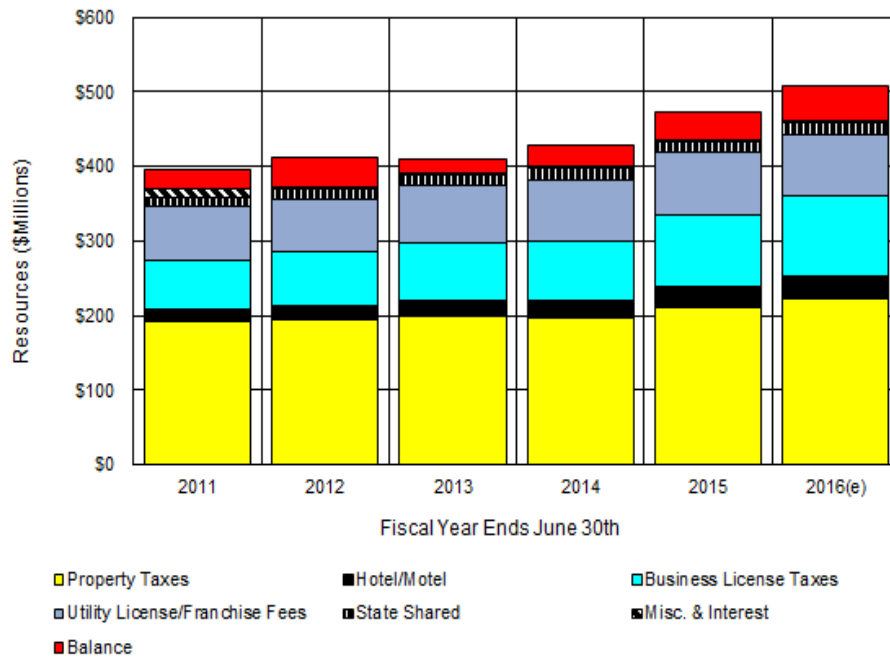
The Council's financial planning process starts with the preparation of a five-year revenue forecast. The five-year revenue forecast is used to develop the five-year financial forecast. The financial forecast compares estimated annual resources (revenue plus beginning fund balance) with projected costs of maintaining General Fund "current appropriation levels" (CAL). Initial revenue and financial forecasts were published in December 2015 and formally reviewed with Council. Both of these forecasts were updated prior to the Mayor's Proposed Budget decision-making. The original December financial forecast has since been updated twice:

- ◆ The revenue and financial forecast was updated in February 2016. This update to the December forecast incorporated final cost-of-living adjustment information, as well as relevant updates to the revenue forecasts using the most recent financial and economic data.
- ◆ The final forecast, upon which the budget is based, was published at the end of April 2016. The forecast provided updated projections for various revenue streams, particularly business license taxes, which are predominantly paid in April. The discretionary beginning balance estimate, a key resource of the General Fund, was also updated.

Historical Resources

The figure below summarizes General Fund discretionary revenue growth over the past five years. Discretionary resources include revenues plus beginning balance that are allocated by Council without restriction, in accordance with Council priorities. Discretionary resources include property taxes, utility license fees, business license taxes, lodging tax revenues, state shared (cigarette and liquor) revenues, some court fines, certain cash transfers into the General Fund, and small amounts of other miscellaneous revenues. Discretionary resources exclude grants, bureau contract and service reimbursement revenues, bureau fee revenue, bureau overhead recovery, and other revenues dedicated for a specific purpose.

Figure 18: General Fund Discretionary Resources



General Fund revenue grew rapidly in FY 2014-15 and FY 2015-16 after a relatively stagnant few years following the Great Recession. Over the past five years revenue growth was 5.1% annually, but grew by more than 10% in FY 2014-15 and an estimated 7.3% in FY 2015-16. The General Fund's beginning fund balance has averaged about \$32.7 million, though smaller beginning balances are expected in the future. Both business license and transient lodging taxes grew by more than 10% annually over the last five years, illustrating the highly cyclical nature of those revenue streams. The graph illustrates both the slow growth coming out of the last recession and the more recent rapid growth in the City's General Fund revenue. Notably, property tax receipts typically grow by about 3.5% per year, but approached 7% growth in FY 2014-15 and 6% in FY 2015-16, as new construction and higher property values combined to produce the fastest growth since property tax limitations were implemented in 1998.

General Fund business license tax revenue rebounded rapidly during the current economic expansion, far exceeding record levels in FY 2015-16. Overall, these tax collections grew by 10.4% annually over the past five years. Revenues grew by 31% from FY 2009-10 to FY 2012-13, then grew by only 3.6% in FY 2013-14, before increasing by nearly 33% by FY 2015-16.

Utility license taxes and franchise fees have grown more modestly and are expected to be essentially flat in FY 2015-16, as a warm winter and only modest rate increases depress growth. Ultimately, collections will reach an estimated \$82 million in FY 2015-16, reflecting 2.7% annual growth since FY 2009-10. Underlying structural growth - net of a recent tax increase - was even more modest. Natural gas and electricity price increases have remained at historical lows, dampening revenue growth.

Transient lodging tax revenues are similar to business license revenues in that they follow the business cycle. Transient lodging tax revenues will likely exceed \$30 million for the first time in FY 2015-16. These revenues fell to \$14.2 million in FY 2009-10, but have grown steadily since then.

State-shared cigarette and liquor tax revenues grew at a 4.3% rate over the last five years, with most of this growth occurring in the last two years, as a law change in Washington State drove many consumers to Oregon for liquor purchases. Miscellaneous revenues and interest income stagnated for most of the last five years due, in large part, to a much lower interest rate environment. The low interest rate environment has sharply cut General Fund interest income revenue, and this revenue is expected to continue to be limited over the next 12 to 18 months.

Forecast Assumption Robust Near-term Economic Growth

Until recently, the inconsistent economic recovery was characterized by slower revenue growth than would normally be experienced during an economic recovery. Furthermore, Multnomah County voters approved the formation of a library property tax district that, because of Oregon's unique property tax system, reduced the City's property tax collections beginning in FY 2013-14. However, the most recent local data show that the last 18 months have seen accelerated economic growth. Nearly all broad economic measures suggest positive momentum. Most notably, the housing market has boomed over the last two year, with the latest data showing record low inventory levels and most local markets continuing to push prices higher. Employment growth has remained over 3% for most of the last year. The metro area has added 170,000 jobs since the depth of the recession. Meanwhile, the unemployment rate in Multnomah County has fallen to 3.9%, the lowest level on record.

Specific revenue projections as of the April 2016 forecast are as follows:

Transient Lodging Taxes

The Transient Lodgings Tax is a tax upon daily or weekly renters at hotels, motels and other lodgings establishments. The tax rate within Multnomah County is 11.5%. Of the 11.5% tax collected within the City of Portland, 6% goes to the City of Portland: 5% to the General Fund and 1% to Travel Portland. The remaining 5.5% goes to Multnomah County: 2.5% to Convention Center Phase II, 0.275% to hotel and motel operators, and 2.725% to Convention Center Phase I and related operations. In addition, hotels with more than 50 rooms levy a special 2% tax for Travel Portland to help fund tourism promotion. The City General Fund portion of transient lodging revenue forecast includes FY 2016-17 revenues of about \$30.6 million versus an expected FY 2015-16 year-end of about \$31 million. Note that the FY 2015-16 figure includes a larger, one-time audit recovery that will not occur in FY 2016-17. The last three years saw robust growth, especially with respect to room rates. As there are several new hotel projects in development that will significantly add to the supply of rooms, continued growth in rates will likely be somewhat limited.

Utility License and Franchise Fees

Utilities, cable, and telecom companies that operate in the City of Portland pay roughly 5% of their revenues to the City for use of right-of-ways in conducting business. The six largest taxpayers are Portland General Electric (PGE), PacificCorp, Northwest Natural Gas, the City's Bureau of Environmental Services, CenturyLink, and Comcast Cable. The April forecast projects very modest energy-related revenue increases. Revenues are projected to continue growing consistently over the life of the forecast. Both PacificCorp and PGE have pending rate hearings that could increase collections. However, some of this growth will likely be offset by decreases from Comcast and CenturyLink as households move away from cable television subscriptions and traditional telephone landlines. Taxes from the city-run utilities are expected to grow steadily in order to fund infrastructure improvements. Overall revenues are projected to grow by 2% per year.

Property Taxes

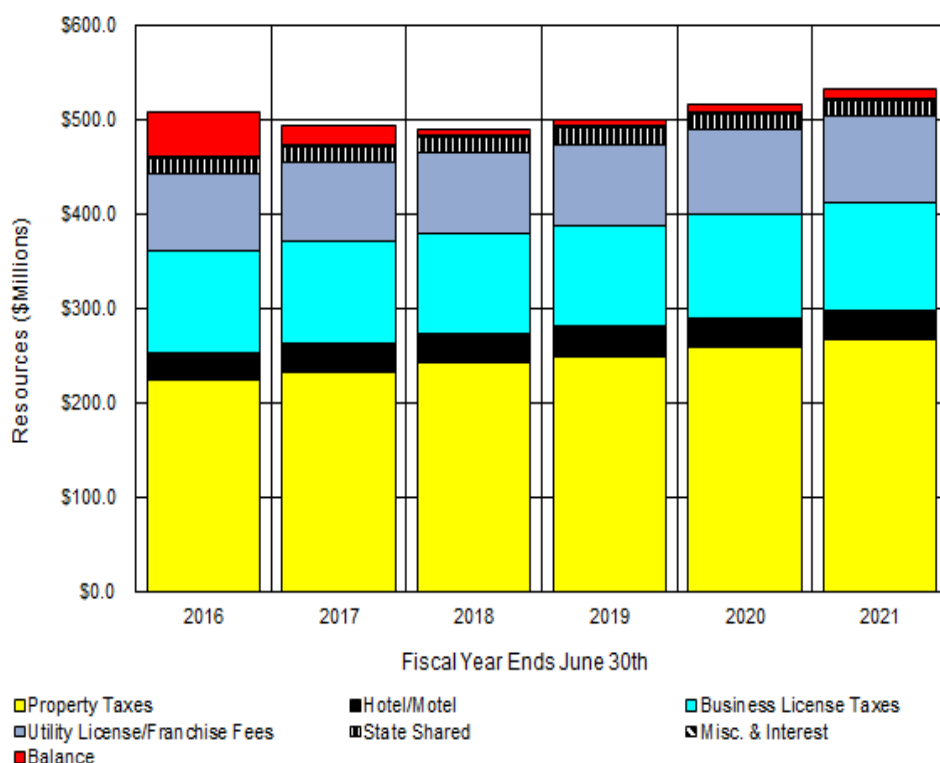
Property taxes in Oregon are governed by a complex pair of voter-approved ballot measures from the 1990s (measures 5 and 50). Generally speaking, taxpayers pay \$4.577 per \$1,000 in assessed value; however, the actual amount paid may be less than that if certain limitations are met. Property taxes are expected to grow by about 3.6% annually over the life of the forecast. General Fund property taxes are generally insulated from market conditions because of voter-approved Measures 5 and 50. However, changes to the real market values of properties began having a much more significant impact recently, as property tax compression doubled from FY 2009-10 to FY 2012-13. More recent real market value increases have eased compression and are expected to continue to do so over the forecast horizon.

Business License Taxes

Generally speaking, businesses with more than \$50,000 in annual revenue pay a 2.2% tax on their income to the City of Portland. For those with no net taxable income there is a \$100 minimum payment required. During the prior expansion, revenues peaked at \$76.5 million (inclusive of audit recovery) in FY 2007-08 and then declined to \$59.8 million by FY 2009-10, before rebounding rapidly. The largest annual receipts appear to be in FY 2015-16, with Revenue Division staff currently estimating a year-end total of \$108 million. The rapid growth is illustrative of the sensitivity of collections to the economic environment and, thus, represents the greatest exposure for the City's revenue base should any economic slowdown materialize. The forecast for FY 2016-17 has been set at \$108.1 million with revenues forecast to grow moderately throughout the forecast horizon.

The figure below summarizes the current five-year revenue forecast as of April. Average annual revenue growth (not including beginning balance) is projected at 2.5%, with the largest increases in revenue occurring in the near-term of the forecast. The critical resource forecast assumption is the extension of pro-cyclical growth already seen in business license taxes and transient lodging taxes, along with continued easing of property tax compression in FY 2016-17.

Figure 19: Forecast General Fund Discretionary Resources



December and April Financial Forecast Results

The economy has largely exceeded expectations during FY 2015-16, resulting in significant changes from the December to April forecasts. For the first time since the current economic expansion began nearly five years ago, we are seeing data more indicative of historical peak economic growth following a recession.

Initially, the December resource forecast for FY 2016-17 was about \$478.4 million. The December financial forecast was updated in late April using more recent FY 2015-16 revenue and expenditure information. The April revenue forecast update increased estimated revenues by nearly \$15 million over December figures, as nearly every revenue stream exhibited positive growth, particularly business license taxes. Expense forecasts saw declines as both lower-than-expected inflation and lower health care premiums also helped the current budget picture. The result is that the City is projected to have \$9.2 million in additional ongoing resources.

The table below summarizes April financial forecast results, reflecting that resources are projected to exceed current appropriation level expenditures by nearly \$26 million in FY 2016-17. Of this \$25.6 million, an estimated \$16.4 million are one-time resources, buoyed by large amounts of excess revenue collected in FY 2015-16.

The April financial forecast is based on an expectation of continued economic growth through at least 2016.

Figure 20: Five-Year Financial Plan

| Budget Category | Fiscal Year | | | | | |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | 2015-16 | 2016-17 | 2017-18 | 2018-19 | 2019-20 | 2020-21 |
| Total Resources | \$489.70 | \$501.44 | \$489.50 | \$499.10 | \$516.50 | \$532.30 |
| | | | | | | |
| Total Expenses | \$489.70 | \$475.84 | \$484.70 | \$499.10 | \$516.50 | \$532.30 |
| Available Ongoing | | \$9.20 | \$0.00 | \$0.00 | \$0.00 | \$0.00 |
| Available One-Time | | \$16.40 | \$4.80 | \$0.00 | \$0.00 | \$0.00 |
| | | | | | | |
| Total Expenses with Adds & One-Time Spending | \$489.70 | \$501.44 | \$489.50 | \$499.10 | \$516.50 | \$532.30 |

Uncertainties and Forecast Risks

The FY 2016-17 Adopted Budget and financial plan balances the General Fund for the life of the five-year forecast given revenue forecast assumptions for business license and transient lodging tax revenues. The forecast shows the large amounts of one-time money that often characterize the peak of economic expansions.

Future financial uncertainties that may upset the forecast include:

- ◆ Revenue Exposure - The City's General Fund now receives more of its revenue from business license and transient lodging taxes than ever before (over 30%). These revenue streams are highly sensitive to economic conditions and in economic slowdowns are responsible for driving most of the budget cuts necessary to balance. Even a small slowdown would likely require cuts of \$10-\$20 million.
- ◆ Personnel Costs/Labor Contracts - The City spends about three-fourths of its General Fund discretionary budget on personnel. Furthermore, its largest labor contracts with the Portland Police Association and Portland Fire Fighters Association will be up for renegotiation in the next two years. If these negotiations add costs - particularly if they do so without adding services - they would pose a significant forecast risk.
- ◆ Future Decisions/Obligations - The City has not yet committed ongoing funds related to Parks casual employees or 13 previously grant-funded firefighter positions. In addition, the City has added numerous costs without increasing services, with these two pending decisions potentially adding to that count. As a result, the next recession will likely see larger cuts to services than would have otherwise occurred.

Forecast Methodology

Each major General Fund revenue source is forecasted independently based on the specific characteristics of how and from whom it is collected. For property taxes, the forecast is largely governed by two ballot measures approved by voters in the 1990s. The only factor that is forecast using traditional econometric modeling techniques is the forecast for real market values. This forecast is then folded into the structure created by the ballot measures to arrive at the forecasted revenues. Both business license taxes and transient lodging taxes are forecast using a variety of regression models, incorporating important variables that reflect a historical correlation between economic activity and collections, as well as one-time factors

(e.g., annexations) that help explain prior year collections. Utility license and franchise fee collections are forecasted in a similar manner, with particular attention paid to energy prices and public utility commission rate hearings. Finally, the forecast for state shared revenue combines state-provided forecasts for cigarette and liquor taxes with expectations for pertinent factors for distribution, such as the city population, to determine the five-year forecast figures. Moody's/Economy.com provides national data and some local forecasts for many independent variables included in the forecast models.

Forecasts for expenses generally apply a variety of forecasted inflation factors to current expenditure levels to determine the City's ongoing current appropriation levels for the five years of the forecast. Also included are any reasonably known future costs, the largest of these being expected costs in future years related to the Public Employee Retirement System (PERS). Other costs folded into the five-year forecast include any council-adopted actions, which usually consist primarily of operations and maintenance costs for parks as they come online, as well as costs associated with labor contract agreements. The addition of these costs is important in the budget process because the City financial practice is to balance the budget over the five-year forecast time horizon. In practice this means that, if costs increase in any out-years of the forecasts, ongoing cuts are necessary in year one of the forecast in order to put the City's budget on a sustainable budget path.

Financial Outlook - Other Major Funds

In addition to the General Fund, the financial overview includes excerpts from the financial plans of the City's other major funds: the Sewer System Operating Fund, the Transportation Operating Fund, and the Water Fund. These financial plans, developed using information available through December 2015, provide a multi-year framework within which revenues, expenditures, and capital financing options are presented. This multi-year perspective allows the City to test the potential impact of policy, operational, and system changes, and to avoid subjecting customers to wide or irregular swings in rates and fees.

In total, these four funds represent 42% of the entire City's budget. The table at the end of this section shows the actual expenditures and budgets for the major funds, as well as a total of all remaining appropriated funds in the City, for FY 2014-15, FY 2015-16, and FY 2016-17.

Sewer System Operating Fund

The five-year financial plan for the Sewer System Operating Fund projected an average effective retail rate increase for the average single family residence of 3.45% for FY 2016-17. City Council adopted a retail rate increase of 3.25% for FY 2016-17. The reduced rate was the result of higher than anticipated rate stabilization funds and increased cost recovery in fee and permit programs. The primary factors contributing to the FY 2016-17 retail rate increase include funding capital projects, inflation, and increased costs associated with enhancing and maintaining service levels. Future-year rate increases are estimated to be 3.25% each year over the five-year planning horizon.

The FY 2016-17 Adopted Budget of \$540.5 million is an increase of approximately \$14.4 million from the FY 2015-16 Revised Budget. Significant changes include increased staffing of 14.0 FTE budgeted and increased capital outlay. The FY 2016-17 Adopted Budget includes \$78.1 million of capital outlay, primarily for maintenance and reliability work, as well as sewage treatment and surface water management.

In regards to fund reserves, the combined ending fund balances of the Sewer System Operating Fund and the Sewer System Rate Stabilization Fund must be equal to or greater than 10% of each year's operating expenses, as defined by bond covenants. The Bureau of Environmental Services generally maintains 1% reserves in contingency in its operating fund and 9% or more in its rate stabilization fund.

Portland Harbor Superfund: The Bureau of Environmental Services represents the City's interests on the Portland Harbor Superfund site by working with the Department of Environmental Quality to identify and reduce sources of contamination conveyed to the Willamette River via stormwater outfalls. The bureau is also working with other stakeholders to assess current and past land use practices within the lower Willamette drainage basin. This information will be used in the Superfund process over the next several years to assess the city's potential liability for cleanup activities. The FY 2016-17 Adopted Budget includes \$6.2 million of expenditures in the Environmental Remediation Fund, the fund in which Portland Harbor costs are isolated.

Water Fund

The preliminary five-year financial plan for the Water Fund projected an average effective retail rate increase of 9.4% for FY 2016-17. City Council adopted a retail rate increase of 7.0% for FY 2016-17, which translates into a monthly water bill increase for the typical residential customer of \$2.22, totaling \$33.83. The primary factors contributing to the FY 2016-17 retail rate increase include funding large capital projects, additions of operating and maintenance positions, and other escalation factors. Future-year rate increases are forecasted at approximately 8.0% to 10.0% per year over the next four years.

The operating budget of \$89.5 million for FY 2016-17 includes increases of 4.5% or \$5.7 million, including the addition of 9.5 FTE positions. The bureau's FY 2016-17 capital budget is \$82.9 million, which includes continued construction of water storage facilities to comply with the Long Term 2 Enhanced Surface Water Treatment Rule, a conduit to cross the Willamette River, and programs and projects that maintain, improve, and replace aging infrastructure that is essential to the long-term liability of the water system.

In regards to fund reserves, the Portland Water Bureau's policy is to keep a minimum of \$15 million in operating reserves in the Water Fund, representing about 45 days of operating budget expenditures, and a further minimum of \$5 million in the Water Construction Fund. The Portland Water Bureau's actual financial reserves at any point are typically larger than these amounts, and vary with the timing of bond sales, the dates for scheduled debt service payments, season of the year, weather, and other factors.

Transportation Operating Fund

The FY 2016-17 Adopted Budget for the fund is \$310.6 million, reflecting a \$31.5 million increase from the FY 2015-16 Revised Budget. The Adopted Budget includes \$57.3 million of capital expenditures including funding for streetlight LED conversion, the Sellwood Bridge replacement match, bridges and overpasses, safety projects, and road rehabilitation.

The Portland Bureau of Transportation's five-year (FY 2016-21) financial forecast for the fund is balanced and does not require reductions. A parking meter rate increase of 40 cents is increasing revenues by \$17.5 million to the forecast, but an Oregon Department of Transportation adjustment to debt service allocations to counties has reduced revenue projections by \$8.8 million versus the prior forecast. An additional \$3.1 million in ongoing General Transportation Revenues (GTR) is added over the five-year forecast for the 100-mile pavement maintenance goal. The additional funding supports a relatively more expensive preventative pavement treatment mix than earlier years of the program.

With the passage of Measure 26-173 and the heavy-vehicle tax, the Portland Bureau of Transportation will receive an estimated \$74.0 million over four years to address critical transportation needs, including safer connections to schools and preventive roadway maintenance. Yet even with this new funding, more investment is needed to prevent the further long-term deterioration of the City's transportation infrastructure. The local commitment that residents made with the passage of the new transportation funding measures will make it easier for the City to go to the state legislature in 2017 and seek additional statewide revenue.

Significant one-time transfers from the General Fund include \$1.8 million for two major maintenance projects, \$1.5 million for paving preservation, \$300,000 for Vision Zero safe crossings, and \$300,000 for the third year of work on the SW Corridor rapid transit plan. The ongoing allocation for the Out of the Mud program to fix unimproved streets was reduced from \$1.2 million to about \$450,000.

The Portland Bureau of Transportation maintains a Transportation Reserve Fund (separate from the operating fund) but has been unable to fund it at the desired 10% level of discretionary revenues.

Figure 21: Summary of Major Funds

| | General Fund | Sewer System Operating Fund | Transportation Operating Fund | Water Fund | All Other Funds | Total |
|----------------------------------|--------------|-----------------------------|-------------------------------|-------------|-----------------|---------------|
| FY 2014-15 Actual | | | | | | |
| Beginning Balance | 37,067,314 | 57,842,684 | 60,783,863 | 69,566,152 | 628,784,005 | 854,044,018 |
| External Revenues | 478,253,736 | 330,545,215 | 158,749,451 | 154,438,010 | 1,163,203,725 | 2,285,190,137 |
| Internal Revenues | 51,179,799 | 96,069,724 | 44,676,840 | 100,975,484 | 464,751,125 | 757,652,972 |
| Total Resources | 566,500,849 | 484,457,623 | 264,210,154 | 324,979,646 | 2,256,738,855 | 3,896,887,127 |
| Bureau Expenses | 468,252,103 | 206,595,916 | 167,808,009 | 157,112,207 | 586,804,040 | 1,586,572,275 |
| Fund-level Expenses | 52,191,005 | 213,121,722 | 28,670,506 | 92,969,877 | 769,885,520 | 1,156,838,630 |
| Ending Fund Balance | 46,057,741 | 64,739,985 | 67,731,639 | 74,897,562 | 900,049,295 | 1,153,476,222 |
| Total Requirements | 566,500,849 | 484,457,623 | 264,210,154 | 324,979,646 | 2,256,738,855 | 3,896,887,127 |
| FY 2015-16 Revised Budget | | | | | | |
| Beginning Balance | 46,250,590 | 65,180,000 | 54,346,325 | 74,897,562 | 871,427,205 | 1,112,101,682 |
| External Revenues | 496,283,575 | 345,257,427 | 158,654,625 | 160,952,166 | 782,730,481 | 1,943,878,274 |
| Internal Revenues | 53,124,657 | 115,670,634 | 66,110,494 | 84,203,461 | 504,069,793 | 823,179,039 |
| Total Resources | 595,658,822 | 526,108,061 | 279,111,444 | 320,053,189 | 2,158,227,479 | 3,879,158,995 |
| Bureau Expenses | 515,806,570 | 236,007,960 | 179,611,539 | 145,049,709 | 780,069,581 | 1,856,545,359 |
| Fund-level Expenses | 71,752,025 | 235,081,707 | 22,961,404 | 101,817,687 | 675,018,220 | 1,106,631,043 |
| Contingency | 8,100,227 | 54,838,394 | 76,538,501 | 73,185,793 | 477,963,399 | 690,626,314 |
| Ending Fund Balance | - | 180,000 | - | - | 225,176,279 | 225,356,279 |
| Total Requirements | 595,658,822 | 526,108,061 | 279,111,444 | 320,053,189 | 2,158,227,479 | 3,879,158,995 |
| FY 2016-17 Adopted Budget | | | | | | |
| Beginning Balance | 27,039,794 | 69,180,000 | 63,669,018 | 77,244,561 | 805,910,928 | 1,043,044,301 |
| External Revenues | 515,164,454 | 348,110,000 | 196,078,151 | 164,544,786 | 1,192,905,723 | 2,416,803,114 |
| Internal Revenues | 59,796,414 | 123,234,487 | 50,895,182 | 100,563,755 | 489,249,500 | 823,739,338 |
| Total Resources | 602,000,662 | 540,524,487 | 310,642,351 | 342,353,102 | 2,488,066,151 | 4,283,586,753 |
| Bureau Expenses | 534,621,483 | 243,878,025 | 203,403,306 | 172,810,443 | 916,377,632 | 2,071,090,889 |
| Fund-level Expenses | 61,732,193 | 221,995,369 | 21,184,900 | 92,515,018 | 720,526,127 | 1,117,953,607 |
| Contingency | 5,646,986 | 74,471,093 | 86,054,145 | 77,027,641 | 536,553,338 | 779,753,203 |
| Ending Fund Balance | - | 180,000 | - | - | 314,609,054 | 314,789,054 |
| Total Requirements | 602,000,662 | 540,524,487 | 310,642,351 | 342,353,102 | 2,488,066,151 | 4,283,586,753 |

CHANGES IN FUND BALANCE - ALL FUNDS

The following table shows the beginning fund balance, change in fund balance, and ending fund balance (including contingency) for each fund within the City. It should be noted that most funds budget anticipated unspent resources as contingency and not ending fund balance. This allows the funds to be accessible during the fiscal year, if needed. To show a more accurate portrayal of changes in fund balance, the table combines ending fund balance and contingency. Please also note that reserves for debt service are displayed as ending fund balance in the following table, but are broken out separately in the fund detail pages of Volume 2.

Figure 22: Changes in Fund Balance

| Fund | Beginning | Change in Fund Balance | Ending Balance plus Contingency |
|--|----------------------|------------------------|---------------------------------|
| 42nd Avenue NPI Debt Service Fund | 1,000 | (1,000) | - |
| 82nd Ave/Division NPI Debt Service Fund | 1,000 | (1,000) | - |
| Airport Way Debt Service Fund | 2,484,414 | (987,981) | 1,496,433 |
| Arts Education & Access Fund | 6,563,990 | (503,512) | 6,060,478 |
| Assessment Collection Fund | 78,589 | 950 | 79,539 |
| Bancroft Bond Interest and Sinking Fund | 13,952,574 | (320,620) | 13,631,954 |
| BFRS Facilities GO Bond Construction Fund | 707,404 | (707,206) | 198 |
| Bonded Debt Interest and Sinking Fund | 200,000 | - | 200,000 |
| Central Eastside Ind. District Debt Service Fund | 2,413,718 | (7,855) | 2,405,863 |
| Children's Investment Fund | 3,850,000 | (1,517,297) | 2,332,703 |
| CityFleet Operating Fund | 22,035,898 | 8,588,816 | 30,624,714 |
| Community Development Block Grant Fund | 150,000 | (150,000) | - |
| Convention and Tourism Fund | 61,206 | (61,206) | - |
| Convention Center Area Debt Service Fund | 8,089,711 | 5,939,785 | 14,029,496 |
| Cully Blvd. NPI Debt Service Fund | 1,000 | (1,000) | - |
| Development Services Fund | 62,159,090 | 3,236,815 | 65,395,905 |
| Division-Midway NPI Debt Service Fund | 1,000 | (1,000) | - |
| EBS Services Fund | 3,224,041 | (1,266,214) | 1,957,827 |
| Emergency Communication Fund | 1,085,886 | (10,150) | 1,075,736 |
| Environmental Remediation Fund | 1,800,000 | 186,813 | 1,986,813 |
| Facilities Services Operating Fund | 35,327,155 | (7,164,913) | 28,162,242 |
| Fire & Police Disability & Retirement Fund | 12,588,094 | (4,919,983) | 7,668,111 |
| Fire & Police Disability & Retirement Res Fund | 750,000 | - | 750,000 |
| Gas Tax Bond Redemption Fund | 1,673,047 | - | 1,673,047 |
| Gateway URA Debt Redemption Fund | 269,142 | (269,142) | - |
| General Fund | 27,039,794 | (21,392,808) | 5,646,986 |
| General Reserve Fund | 56,157,989 | 2,424,600 | 58,582,589 |
| Golf Fund | 412,562 | (17,197) | 395,365 |
| Grants Fund | 9,500,000 | (9,500,000) | - |
| Headwaters Apartment Complex Fund | 808,305 | 216,695 | 1,025,000 |
| Health Insurance Operating Fund | 17,543,181 | (1,443,115) | 16,100,066 |
| HOME Grant Fund | 75,000 | (75,000) | - |
| Housing Investment Fund | 2,578,089 | (2,510,644) | 67,445 |
| Hydroelectric Power Bond Redemption Fund | 1,799,100 | (1,786,551) | 12,549 |
| Hydroelectric Power Operating Fund | 222,700 | 34,721 | 257,421 |
| Hydroelectric Power Renewal Replacement Fund | 10,863,900 | 303,000 | 11,166,900 |
| Insurance and Claims Operating Fund | 26,509,618 | 476,700 | 26,986,318 |
| Interstate Corridor Debt Service Fund | 9,015,683 | (3,304,335) | 5,711,348 |
| Lents Town Center URA Debt Redemption Fund | 4,091,617 | (1,059,025) | 3,032,592 |
| Local Improvement District Fund | 2,657,600 | 149,543 | 2,807,143 |
| North Macadam URA Debt Redemption Fund | 4,978,296 | (12,646) | 4,965,650 |
| Parking Facilities Fund | 10,619,115 | (4,404,416) | 6,214,699 |
| Parkrose NPI Debt Service Fund | 1,000 | (1,000) | - |
| Parks Capital Improvement Program Fund | 35,413,196 | (15,470,476) | 19,942,720 |
| Parks Endowment Fund | 181,465 | (18,165) | 163,300 |
| Parks Local Option Levy Fund | 672,516 | (672,516) | - |
| Pension Debt Redemption Fund | 750,000 | - | 750,000 |
| Police Special Revenue Fund | 3,196,694 | (3,189,694) | 7,000 |
| Portland International Raceway Fund | 262,206 | 30,501 | 292,707 |
| Portland Parks Memorial Fund | 7,514,370 | (5,425,075) | 2,089,295 |
| Printing & Distribution Services Operating Fund | 511,932 | (29,951) | 481,981 |
| Public Safety GO Bond Fund | 9,585,190 | (4,661,905) | 4,923,285 |
| River District URA Debt Redemption Fund | 9,781,414 | (2,162,556) | 7,618,858 |
| Rosewood NPI Debt Service Fund | 1,000 | (1,000) | - |
| Sewer System Construction Fund | 85,000,000 | 74,047,000 | 159,047,000 |
| Sewer System Debt Redemption Fund | 61,825,000 | 14,300,000 | 76,125,000 |
| Sewer System Operating Fund | 69,180,000 | 5,471,093 | 74,651,093 |
| Sewer System Rate Stabilization Fund | 73,500,000 | 625,000 | 74,125,000 |
| Solid Waste Management Fund | 2,773,911 | 15,907 | 2,789,818 |
| South Park Blocks Redemption Fund | 9,674,835 | (589,239) | 9,085,596 |
| Spectator Venues & Visitor Activities Fund | 6,100,000 | (2,574,823) | 3,525,177 |
| Tax Increment Financing Reimbursement Fund | 8,287,540 | (8,287,540) | - |
| Technology Services Fund | 15,834,199 | (5,808,196) | 10,026,003 |
| Transportation Operating Fund | 63,669,018 | 22,385,127 | 86,054,145 |
| Transportation Reserve Fund | 5,148,460 | 725,000 | 5,873,460 |
| Water Bond Sinking Fund | 36,749,800 | 6,518,999 | 43,268,799 |
| Water Construction Fund | 73,469,005 | 20,291,936 | 93,760,941 |
| Water Fund | 77,244,561 | (216,920) | 77,027,641 |
| Waterfront Renewal Bond Sinking Fund | 8,628,807 | (972,845) | 7,655,962 |
| Workers' Comp. Self Insurance Operating Fund | 13,747,674 | (993,328) | 12,754,346 |
| Total | 1,043,044,301 | 51,497,956 | 1,094,542,257 |

CITY DEBT MANAGEMENT

Figure 23: Debt Ratings

The City of Portland issues a variety of debt instruments to raise capital for construction projects, acquisition of equipment and facilities, and to refinance existing debt. Most of the City's debt is rated by one or more national rating agencies, including Moody's Investors Service and Standard & Poor's Corporation. Bond ratings are based on an independent analysis by financial market professionals and indicate the credit-worthiness of the City's debt

obligations. "Aaa" is the highest possible rating, and is based on analysis of four basic factors: economic condition, debt load, financial condition, and overall management of the City.

For over 39 years, the City's unlimited tax general obligation debt has been rated "Aaa" by Moody's. Since May, 2010, the City's First Lien Water System Revenue Bonds have also been rated Aaa by Moody's. The City's limited tax revenue bonds are rated Aa1 by Moody's. The underlying ratings for most other types of City revenue bonds are between "Aa3" and "Aa1" by Moody's and either "AA" or "AA-" by Standard & Poor's. Some of the City's bonds are insured and originally carried the triple-A rating of the bond insurer. Beginning in 2008, all bond insurers experienced rating downgrades, resulting in the effective ratings for a significant portion of the City's insured bonds to be equal to the City's own underlying rating. The following is a brief summary of the City's existing debt and debt instruments, projected as of June 30, 2016.

| Definition | Moody's | Standard & Poor's | Fitch |
|--|---------|-------------------|-------|
| <i>Prime, Maximum Safety</i> | | | |
| Highest rating assigned | Aaa | AAA | AAA |
| Very strong | | | |
| <i>High Grade, High Quality</i> | Aa1 | AA+ | AA+ |
| Very strong security. | Aa2 | AA | AA |
| Only slightly below best rating. | Aa3 | AA- | AA- |
| <i>Upper Medium Grade</i> | | | |
| Average security but more subject to | A1 | A+ | A+ |
| adverse financial and economic | A2 | A | A |
| developments | A3 | A- | A- |
| <i>Lower Medium Grade</i> | | | |
| Adequate capacity to secure debt. Adverse | Baa1 | BBB+ | BBB+ |
| developments may affect ability to meet | Baa2 | BBB | BBB |
| debt service requirements. | Baa3 | BBB- | BBB- |
| <i>Non-Investment Grade - Speculative</i> | Ba1 | BB+ | BB+ |
| | Ba2 | BB | BB |
| | Ba3 | BB- | BB- |
| <i>Highly Speculative</i> | B1 | B+ | B+ |
| | B2 | B | B |
| | B3 | B- | B- |
| <i>Substantial Risk - In Poor Standing</i> | Caa1 | CCC+ | CCC+ |
| | Caa2 | CCC | CCC |
| | Caa3 | CCC- | CCC- |
| <i>Extremely Speculative</i> | Ca | -- | -- |
| May be in default | C | -- | -- |
| <i>Default</i> | -- | -- | DDD |
| | -- | -- | DDD |
| | -- | D | D |

Unlimited Tax General Obligation Debt

Unlimited Tax General Obligation ("GO") debt is backed by the full faith and credit and unlimited taxing power of the City as approved by voters. Under current Oregon law, all general obligation debt (except for refunding bonds) must be approved by the voters. The City's outstanding GO debt includes:

- ◆ \$99.3 million of voter-approved general obligation bonds for emergency facilities, public safety improvements, and park improvements.

Revenue Bonds

Revenue bonds are secured by, and payable from, specifically pledged revenue sources such as water or sewer user fees. The City's outstanding revenue bonds include:

- ◆ \$1.6 billion of sewer system revenue bonds
- ◆ \$425.7 million of long-term urban renewal bonds
- ◆ \$10.9 million on a line of credit secured solely by River District tax increment revenues
- ◆ \$602.3 million of water revenue bonds
- ◆ \$1.7 million of hydroelectric power revenue bonds

General Fund-Backed Debt

General Fund-backed debt is either paid from, or secured by, the General Fund and includes:

- ◆ \$202.0 million of limited tax pension obligation bonds, of which approximately \$75.0 million is attributed to General Fund bureaus and approximately \$127.0 million to non-General Fund bureaus.
- ◆ \$91.7 million of limited tax revenue bonds for projects related to an intergovernmental agreement known as the Visitor Development Initiative, which includes outstanding bonds for the Convention Center Expansion project (\$74.0 million), Civic Stadium (Providence Park) Improvement project (\$17.0 million), and Portland Center for Performing Arts improvements (\$0.8 million). While ultimately secured by the General Fund, these bonds are expected to be repaid with revenues generated from surcharges on the transient lodging tax and the motor vehicle rental tax levied by Multnomah County and, for the Civic Stadium bonds, also from revenues generated from Spectator Facilities operations.
- ◆ \$31.4 million of limited tax revenue bonds for building improvements and equipment acquisition.
- ◆ \$1.7 million of arena limited tax revenue bonds. Proceeds of these bonds were used to refund bonds originally issued for public improvements relating to the Oregon Arena Project. These arena limited tax revenue refunding bonds are ultimately secured by the City's General Fund. However, the City expects to pay the debt service on these bonds from revenues received from the Oregon Arena Project.
- ◆ \$12.0 million of limited tax revenue bonds issued to fund the City's share of the Providence Park (formerly JELD-WEN Field) project. These limited tax revenue bonds are ultimately secured by the City's General Fund. However, the City expects to pay the debt service on these bonds from revenues of the Spectator Facilities Fund.

- ◆ \$32.8 million of limited tax revenue bonds issued to fund a portion of the City's share of the Portland to Milwaukie Light Rail project. The City expects to pay the debt service from legally available resources of the Portland Bureau of Transportation.
- ◆ \$41.4 million of limited tax revenue bonds to finance the City's share of the Sellwood Bridge project. The City expects to pay the debt service from legally available resources of the Portland Bureau of Transportation.
- ◆ \$12.7 million of limited tax revenue bonds issued to refund bonds originally issued to pay for the Portland Streetcar project. These bonds are expected to be repaid from parking revenues, but are additionally secured by the General Fund.
- ◆ \$15.1 million of limited tax housing revenue bonds.
- ◆ \$36.8 million of limited tax improvement bonds issued to finance property owner assessments.
- ◆ \$1.7 million of bonds issued for improvements in the South Waterfront area of the City.
- ◆ \$37.0 million of principal on urban renewal lines of credit. It is expected these interim financing obligations will be retired with the proceeds of long-term urban renewal and redevelopment bonds.
- ◆ \$2.0 million of principal on lines of credit used to provide short-term and interim financing for local improvement district projects.
- ◆ \$9.1 million of principal on a line of credit used to provide interim financing for the Lighting Efficiency Program.
- ◆ \$20.0 million of principal on a line of credit used to provide interim financing for the Sellwood Bridge project.
- ◆ \$1.4 million of principal on a line of credit for the Portland Harbor Restoration project.
- ◆ \$1.1 million of principal on a River District urban renewal area line of credit.

Debt Limitation

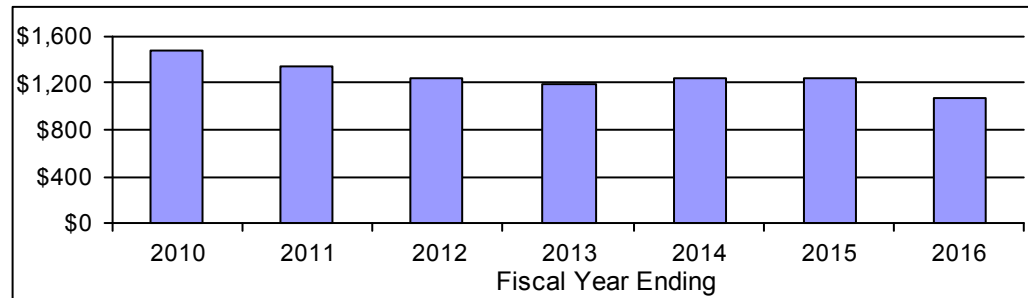
Under Oregon law (ORS 287A.050), the City's unlimited tax general obligation debt limit is equal to 3% of the City's real market valuation (\$102.6 billion), or about \$3.1 billion. The City's debt policies are more restrictive, specifying that unlimited tax general obligation debt can be no more than 0.75% of real market value, or approximately \$769.7 million for FY 2015-16. Currently, the City has \$99.3 million of outstanding unlimited tax general obligation debt that is subject to this debt limitation. The City also has an additional \$42.2 million of voter authority for GO parks bonds that are currently unissued

Figure 24: Debt Limitation Criteria

| | |
|--|-------------------|
| FY 2015-16 Real Market Value | \$102,628,140,456 |
| 3% of Real Market Value | \$3,078,844,214 |
| City outstanding debt subject to limit | \$99,250,000 |
| Percent of limitation outstanding | 3.22% |
| Debt margin | \$2,979,594,214 |

The figure below displays gross bonded debt per capita. Included in these figures are the City's outstanding unlimited tax general obligation bonds, limited tax improvement bonds, limited tax revenue bonds, and General Fund-backed lines of credit.

Figure 25: Gross Bonded Debt per Capita



The City actively monitors opportunities to refund bonds for economic savings. Additionally, there are times when existing bond covenants or other financial structures impinge on prudent and sound financial management. In such cases, the City may choose to refund debt for restructuring purposes.

The City's debt management policies prescribe the circumstances under which the City may refinance outstanding debt. In order to issue advance refunding bonds (i.e., bonds in which the call or maturity date of the refunded bonds is more than 90 days from the date of issuance of the refunding bonds), net present value savings must equal at least 5% of the proceeds of the refunding bonds. Exceptions to this policy can be made with the approval of the Debt Manager and the Director of the Bureau of Revenue and Financial Services. The City may issue current refunding bonds (bonds in which the call or maturity date of the refunded bonds is 90 days or less from the date of issuance of the refunding bonds) when net present value savings is equal to or exceeds \$100,000. Savings requirements for current or advance refundings undertaken to restructure debt may be waived by the Debt Manager and the Director of the Bureau of Revenue and Financial Services if such a restructuring is in the City's overall best financial interests.

In FY 2015-16 the City issued the following refunding bonds: the First Lien Sewer System Revenue Refunding Bonds, 2015 Series A which refunded the outstanding First Lien Sewer System Revenue Refunding Bonds, 2004 Series B, the First Lien Sewer System Revenue Refunding Bonds, 2005 Series A, and the First Lien Sewer System Revenue Bonds, 2006 Series A; the Second Lien Sewer System Revenue Refunding Bonds, 2015 Series B which refunded the Second Lien Sewer System Revenue Bonds, 2006 Series B; and the Airport Way Urban Renewal and Redevelopment Refunding Bonds, 2015 Series A which refunded the Airport Way Urban Renewal and Redevelopment Refunding Bonds, 2005 Series A.

In addition to the refunding bonds described above, the City issued \$25.9 million of general obligation Parks bonds representing the first issuance of bonds to finance park improvements authorized by voters in November 2014.

Also, in FY 2015-16, the City borrowed approximately \$23.6 million on credit facilities to provide interim finance for projects including lighting efficiency, harbor restoration, levee engineering analysis, local improvement district ("LID") program, and River District urban renewal area projects. Of the amount borrowed, approximately \$6.9 million was used to replace balances on expiring credit facilities for the LID and lighting efficiency program.

Anticipated Debt Issuance in FY 2016-17

The City anticipates issuing the following debt obligations during FY 2016-17 (amounts are approximate):

- ◆ \$91.9 million in first lien water system revenue bonds to finance water system capital improvements.
- ◆ \$171.3 million in second lien sewer system revenue bonds to finance sewer system capital improvements.
- ◆ \$34.5 million in tax anticipation notes for the Fire & Police Disability & Retirement Fund
- ◆ \$18.5 million in limited tax revenue bonds to refinance an existing credit facility and finance any remaining portion of the lighting efficiency program.
- ◆ \$36.0 million in limited tax revenue bonds to refinance an existing credit facility and finance the City's share of the remaining portion of the Sellwood Bridge project

The City will likely incur additional indebtedness during FY 2016-17 for other capital needs. The amounts and specific types of debt instruments to be issued will be determined throughout the fiscal year.

Tax Expenditures

The City of Portland offers a number of limited property tax abatement programs that serve as financial and policy tools designed to carry out housing goals, especially those that call for assisting low- and moderate- income households through the preservation or construction of housing or through programs which increase homeownership. The programs also advance important urban development, transportation, and growth management goals which are carried out by providing incentives for new housing development in certain locations.

The Portland Housing Bureau reports annually on current abatements and the estimated tax impacts. This report can be found on the bureau's website. The most recent report, issued in March 2016, covers tax year 2014-15. In that year 14,549 units received exemptions. The forgone revenue associated with these exemptions is \$5.3 million for the City and \$12.1 million for all other taxing jurisdictions.

In June 2012 the Portland Housing Bureau completed a two-year policy review project and Council adopted recommended changes to the Homeownership and Multi-Unit Limited Tax Exemption programs for a three-year pilot period. Changes included caps on the programs, more rigorous requirements for alignment with City housing and community goals, and administrative procedures to increase efficiency, accountability, and transparency.

Summaries of Financial Policies

The City has formal financial policies, adopted by City Council, as a component of sound government financial management. These policies provide direction to City leaders in making budgetary and financial management decisions. The complete set of policies and their associated linked procedures are on the City's website under Portland Policy Documents, Finance Section. The policies reflected below were last updated and adopted by City Council in May 2008, with an effective date of July 1, 2008. These policies are currently under review, with some changes likely to be adopted by City Council in early FY 2014-15. A summary of these policies, numbered as part of the Portland Policy Documents, follows.

Comprehensive Financial Management Policies Overview

The City of Portland is accountable to the community for the use of public dollars. Municipal resources will be used wisely to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet the community's present and future needs. Financial management policies serve as the blueprint to achieve the fiscal stability required to meet the City's goals and objectives.

The objectives for comprehensive financial management policies are to:

- ◆ Guide City Council and City management policy decisions that have significant fiscal impact;
- ◆ Support planning for long-term needs;
- ◆ Maintain and protect City assets and infrastructure;
- ◆ Set forth operating principles that minimize the financial risk in providing City services;
- ◆ Optimize the efficiency and effectiveness of services to reduce costs and improve service quality;
- ◆ Employ balanced and fair revenue policies that provide adequate funding for desired programs;
- ◆ Maintain financial stability and sufficient financial capacity for present and future needs;
- ◆ Promote sound financial management by providing accurate and timely information on the City's financial condition;
- ◆ Maintain and enhance the City's credit ratings and prevent default on any municipal financial obligations;
- ◆ Ensure the legal use of financial resources through an effective system of internal controls;
- ◆ Promote cooperation and coordination within the City, with other governments and with the private sector in the financing and delivery of services; and
- ◆ Ensure the legal use of financial resources through an effective system of internal controls.

Financial Planning

The City of Portland will prepare long-range financial plans to guide City Council in adopting the City budget and to assist Council in ensuring the delivery of needed services through all types of economic cycles. The plans help Council and the community evaluate the financial impact of all programs within the context of regional and local economic conditions. The plans will also assist in coordinating funding needs among enterprise, special revenue, and General Fund functions and needs.

Financial planning and budgeting will be based on the following principles:

- ◆ Revenue estimates will be prepared on a conservative basis to minimize the possibility that economic fluctuations could jeopardize ongoing service delivery during the fiscal year.
- ◆ Expenditure estimates will anticipate needs that are reasonably predictable.
- ◆ Forecasts will rely on a common set of basic economic assumptions that will be established, updated, and distributed by the City Budget Office.

The City Budget Office will prepare an annual City financial assessment report. This report will include a comprehensive overview of the City's financial condition. Five-year financial plans will be prepared annually for the General Fund, General Fund bureaus, major enterprise funds, special revenue funds, and internal service funds. General Fund bureaus will forecast and monitor their own revenues and expenditures. Enterprise and special revenue fund forecasts will identify any impact on rates.

Each bureau that has major capital assets will develop and maintain five-year capital improvement plans. The City will annually prepare a Citywide five-year Capital Improvement Plan that includes prioritized bureau needs for capital replacement, additions, and major maintenance.

The City will preserve its current physical assets and plan in an orderly manner for future capital investments, including the operating and maintenance costs associated with new or additional capital improvements or major equipment. The City will annually prepare a Citywide Capital Asset Management Report for Council consideration, and the report will be delivered to Council prior to the annual budget discussions. At least 50% of General Fund one-time discretionary revenue will be allocated to infrastructure maintenance or replacement in the fall budget monitoring and adopted budget processes.

Budget Policies

The City will develop and implement a budget process that will:

- ◆ Make prudent use of public resources;
- ◆ Include financial forecast information to ensure that the City is planning adequately for current and future needs;
- ◆ Involve community members, elected officials, employees, and other key stakeholders;
- ◆ Provide performance measurement data to assist in assessing program effectiveness; and
- ◆ Comply with City Charter, City Code, and State of Oregon Local Budget Law.

The Mayor will develop and present a proposed City budget to the Council for consideration and adoption. The City Budget Office will issue guidelines and rules for the preparation and review of bureau budget requests to the Mayor including a proposed annual budget process and calendar. The City Budget Office will maintain a system for financial monitoring and control of the City's budget during the fiscal year and will also review ordinances and significant administrative decisions submitted for Council actions throughout the fiscal year.

For the fall budget monitoring process, at least 50% of General Fund discretionary revenue that exceeds budgeted beginning balance (adjusted) will be allocated to infrastructure maintenance or replacement. Funds that had been reserved to pay for General Fund encumbrances but are not needed for this purpose will also be added to General Fund contingency or spent on one-time needs.

The budget will comply with the following operating principles:

- ◆ In each fund, resources shall be equal to requirements resulting in a balanced budget.
- ◆ One-time funds are General Fund resources designed to be used for projects and purchases that can be accomplished within the fiscal year.
- ◆ Unless otherwise stated explicitly by the Council, the City will not dedicate discretionary revenues for specific purposes in the General Fund. This will preserve the ability of the Council to determine the best use of available revenues to meet changing service requirements.
- ◆ The City will budget only the amount of revenue that is needed to fund projected expenditures within the fiscal year.
- ◆ The City will optimize the efficiency and effectiveness of its services to reduce costs and improve service quality. The City will coordinate its service delivery with other applicable public and private service providers.
- ◆ City operations will be run on a self-supporting basis where doing so will increase efficiency in service delivery or recover the full cost of providing the service by a user fee or charge.
- ◆ The City will budget a contingency account for each operating fund adequate to address reasonable but unforeseen requirements within the fiscal year.

Financial Reporting

The City shall maintain a system of financial monitoring, control, and reporting for all operations, funds, and agencies to provide effective means of ensuring that overall City goals and objectives are met and to assure the City's citizens, partners, and investors that the City is well managed and fiscally sound.

The City will maintain its accounting records and report on its financial condition and results of operations in accordance with state and federal law and regulations, Generally Accepted Accounting Principles (GAAP), and standards established by the Governmental Accounting Standards Board (GASB). Budget reporting will be in accordance with Oregon Local Budget Law.

A qualified independent firm of certified public accountants will perform an annual financial and compliance audit of the City's financial statements. The firm's opinions will be presented in the City's Comprehensive Annual Financial Report (CAFR), in the single audit report as required by the Single Audit Act of 1984, and in the independent auditor's Report on Compliance and on Internal Control over Financial Reporting.

Revenue Policies

The City will maximize and diversify its revenue base to raise sufficient revenue to support essential City services and to maintain services during periods of declining economic activity. City services providing private benefits should be paid for by fees and charges as much as possible to maximize flexibility in the use of City general revenue sources to meet the cost for services of broader public benefit. The City's overall revenue structure will be designed to recapture some of the financial benefits resulting from City economic and community development investments. Revenue collection efforts that produce positive net income for City service delivery will be the highest budget priority.

Charges for services that benefit specific users should recover full costs, including all direct costs, bureau overhead, General Fund overhead, loss of interest, and depreciation on capital plant and equipment.

The City will use and obtain resources as efficiently as possible according to the following principles:

- ◆ Use the resources that it already collects
- ◆ Collect the resources to which it is already entitled
- ◆ Seek new resources, consistent with its financial policies and City goals
- ◆ Strive to keep a total revenue mix that encourages growth and keeps Portland competitive in the metropolitan area
- ◆ Enforce its authority to collect revenue due the City, including litigation if necessary

Bureaus shall conservatively estimate revenue and shall retain all excess bureau-generated revenue. Overall bureau revenue shortfalls requiring additional General Fund discretionary resources will result in a bureau current appropriation level reduction.

Reserve Funds

Reserve funds will be established and maintained to ensure the continued delivery of City services to address emergencies, address a temporary revenue shortfall, or provide stability during economic cycles. Sufficient reserve funds will be managed to provide adequate cash flow, stabilize the City's interest rates, and provide continuity in service delivery.

The City shall maintain adequate cash reserves in each fund in order to maintain a positive cash position at any time during a fiscal year and at year-end.

The level of the General Reserve Fund shall be 10% of the General Fund discretionary and overhead resources less beginning fund balance. There are two parts to the General Reserve Fund: one-half is designated as the emergency reserve and one-half as the countercyclical reserve. The Council will begin to restore the reserves used under this policy within 24 months after their first use. The City Budget Office will manage and monitor the General Reserve Fund and report on the current and projected level of the reserve funds during each budget process.

Cost Allocation

The City will establish and maintain a consistent methodology for allocating the costs of the City's central service functions and activities that benefit or are used by several City organizations. The goal is to provide stable, predictable, and equitable costs and rates to organizations that pay for these services.

The two primary methods used to allocate central services costs to City organizations are the General Fund overhead (GFOH) model and interagency agreements. Business service activities that recover costs through rates and interagency agreements will periodically compare the cost of its fees and rates with other comparable agencies and/or businesses, and report these findings to its customers.

Costs will be allocated for general central support services or activities budgeted in the General Fund. Bureaus and operations that are budgeted in the General Fund do not pay GFOH. The amount to be recovered through the GFOH model shall include all costs of the bureau or activity less all internal and external revenue. The City Budget Office will provide each paying agency with its projected GFOH costs in a timely manner so the costs can be included in each agency's budget request.

The City Budget Office will annually review the updated GFOH model to ensure that it meets the goal of providing a stable, predictable, and equitable allocation of GFOH costs. Every five years, the City Budget Office will conduct a comprehensive review of the GFOH model to identify any needed changes. The results of this review and any recommendations will be provided to the Council.

Costs for services or activities provided to customers that can be defined on a per unit basis based on actual consumption will be allocated through rates. Designated business service activities will recover their costs by charging rates. Those bureaus recovering costs through the use of rates shall do so through the use of interagency agreements between the providing bureau and the receiving bureau. The amount to be recovered by those bureaus through rates shall include all direct and indirect costs of the bureau less any external revenue.

The system of interagency agreements involves budgeting, billing, and service description components. The Chief Administrative Officer issues procedures for interagency agreements that describe the types of agreements, the required elements, budgeting, rate setting, billing, and dispute resolution.

Public Finance and Treasury

The City Treasurer is the custodian of all public money of the City, and the Public Finance and Treasury Division is the central office through which all banking, cash management, ancillary banking, merchant, investment portfolio, and debt management services are provided to City bureaus.

Banking Services, Cash Management, and Electronic Payment Processing

The Public Finance and Treasury Division ensures the accurate and timely accounting, investment, and security of all the City's cash assets. All cash received by City bureaus is deposited to qualified depositories for public funds and collateralized as prescribed by Oregon Revised Statutes. Only the City Treasurer is authorized to establish bank accounts for the City.

The Public Finance and Treasury Division establishes policies regarding all City banking-related services, including electronic payment processing, which refers to the use of payment cards (credit and debit cards) and automated clearinghouse (ACH) methods of payment. Bureaus providing electronic payment processing options are responsible for all direct and indirect costs associated with providing these services.

| | |
|---------------------------------|--|
| Investment Policy | The City invests its cash assets in accordance with the City's Investment Policy, the objectives of which are to preserve principal, provide ample liquidity to meet the City's daily cash requirements, and generate a market rate of return. The Investment Policy establishes a conservative set of investment criteria with additional detail on authorized investments, authorized depository institutions and broker/dealer counterparties, risk analysis, diversification, distribution of portfolio maturities, internal controls, and reporting. Consistent with the Oregon Revised Statutes governing the investment of public funds, the City Council adopts its Investment Policy annually. |
| Debt Management Services | <p>The Public Finance and Treasury Division directs the City's debt program, the objectives of which are to maintain the City's financial health and bond ratings, while ensuring bureaus have timely and cost-effective access to capital markets to implement their capital funding programs.</p> <p>The objectives of the City's Debt Management Policy are to ensure prudent debt decisions for bureaus, and for the City as a whole, with additional detail on comprehensive capital planning and financing, limitations on City indebtedness, structure and term of City indebtedness, short-term debt and interim financing, improvement district assessment contract financing, urban renewal financing, conduit financings, financing proposals, selection of finance consultants and service providers, method of sale, refunding of City indebtedness, use of credit enhancement, credit ratings, rebate reporting, covenant compliance, ongoing disclosure, and derivative products.</p> |

Summaries of Planning Policies

The Council has adopted numerous policies governing the provision of specific services by the City. These policies provide further guidance to bureaus as they develop the annual budget.

| | |
|---------------------------|--|
| Comprehensive Plan | The 1980 Comprehensive Plan for the City includes goals, policies, objectives, and a plan map to guide future development and redevelopment of the city. The goals and policies of the Comprehensive Plan provide the context and guidance for future City programs, major capital projects, and other funding decisions. The Comprehensive Plan establishes policies for how and where development occurs in the city. It includes policies that address such issues as public involvement, land use, environmental protection, transportation, and affordable housing. The Bureau of Planning and Sustainability developed a new comprehensive plan that was passed by City Council in June 2016. It anticipates that, over the next two decades, Portland will welcome 260,000 new residents and 140,000 new jobs. The new plan manages how Portland will grow - leveraging new resources to build more complete neighborhoods. This means well-designed development that complements and serves surrounding neighborhoods, improves walkability and safety, expands housing choice, strengthens business districts, protects air and water quality and our natural environment, and supports our investments in transit and active transportation. |
|---------------------------|--|

| | |
|---|--|
| The Portland Plan | <p>On April 25, 2012, City Council adopted Resolution #36918 to "Adopt the Portland Plan as strategic plan to guide future City decisions." The Portland Plan is the document that will guide City development efforts and prioritization of limited resources through 2035. The three-year effort was led by the Bureau of Planning and Sustainability in collaboration with City bureaus, regional agencies/ organizations, and the public. The resulting product is a plan that will serve the interests and needs of citizens, visitors, the business community, and partner agencies. The plan is comprised of three integrated strategies: 1) thriving, educated youth; 2) economic prosperity and affordability; 3) and a healthy, connected City. All strategies are tied together by an equity framework to "guide the plan implementation and improve City operational business practices, support actions that promote accountability, close disparity gaps and increase community engagement in civic activities."</p> |
| Community Policing | <p>Resolution 34670, approved by Council in 1990, adopted the original five-year plan for the Portland Police Bureau transition to a community policing philosophy. In 1994, Council further committed to the community policing philosophy with the passage of Resolution 35264, which adopted the Community Policing Strategic Plan. The plan is updated every five years and defines the bureau's community policing mission, goals and objectives, strategies, and performance measures. The current Community Policing Strategic Plan covered 2007-2012. An updated plan was implemented in early FY 2012-13.</p> |
| Regional Transportation | <p>Resolution #34690, approved by Council in 1990, formalized the Council's commitment to development of a regional light rail plan. This action resulted from the successful installation and operation of a light rail line connecting downtown with the city of Gresham, east of Portland. The Westside rail line extending to Hillsboro opened in August 1998.</p> <p>In 2001, the Airport MAX rail service began running between downtown Portland and the Portland International Airport. In May 2004, the north-south Interstate light rail line opened, extending from the Rose Quarter in inner Northeast Portland to the Expo Center in North Portland. An additional line into Clackamas County was added in 2010 and another line extending southeast out of downtown Portland came on line in September 2015.</p> <p>In 2001 the City began operation of a new streetcar system that runs north and south through the central city, as well as extending to the inner-east side of the Willamette River. The street car has since been extended to SW Lowell.</p> |
| Regional Water Supply Plan (RWSP) and Regional Water Providers Consortium (RWPC) | <p>The RWSP provides a comprehensive, integrated framework of technical information, resource strategies, and actions to meet the water supply needs of the cities, counties, and water districts in the Portland metropolitan area through the year 2050. The Oregon part of the metropolitan region is made up of three counties and 25 cities with a population of approximately 1.3 million. The RWSP was updated in 2004 by the entities which make up the Regional Water Providers Consortium.</p> |

The Consortium has a five-year strategic plan which was updated in September 2008. In addition, the Regional Water Supply Plan was also updated. These two plans direct the Consortium to focus on conservation program implementation, emergency planning and preparedness, water issue coordination, and planning decision support tools for water providers through the use of conservation, demand forecasting, and integration models. Part of this effort included negotiation of new wholesale water sales agreements between the City and its major wholesale water customers.

Environmental Services Policy

The budget for the Bureau of Environmental Services reflects a number of policies, with many intended to comply with federal and state requirements.

Endangered Species Act

The City complies with federal ESA requirements to protect and restore salmon and steelhead species.

In 1998 and 1999, NOAA-Fisheries (then called the National Marine Fisheries Service) issued final rules to list the Lower Columbia steelhead and chinook salmon as threatened species under the Endangered Species Act. To respond, the bureau budget includes funding to develop and implement comprehensive watershed plans for the Willamette River watershed as well as the Fanno/Tryon Creek, Johnson Creek, and Columbia Slough sub-watersheds. The plans will provide background information and recommendations to improve watershed health that will support the City's fish recovery efforts.

Sustainable Development

In 2000, City Council created the Office of Sustainable Development (OSD) by merging the former Energy Office and Bureau of Refuse Disposal. In January, 2009, City Council merged OSD with the Bureau of Planning, creating the Bureau of Planning and Sustainability (BPS). BPS implements the Portland Energy Policy, adopted by Council in 1990, and the Local Action Plan on Global Warming, adopted by both the City and Multnomah County in 2001. The bureau is also responsible for implementing the Green Building Initiative, which Council adopted in 1999, and supports and staffs the joint City-County Sustainable Development Commission, which was created to carry out the Sustainable City Principles adopted in 1994.

Solid Waste

Council adopted Ordinance #162497 in 1990 to establish residential garbage collection franchise areas, expand neighborhood-based recycling programs, and assess a garbage collection franchise fee. In 1996, a commercial recycling program was implemented. In FY 2001-02, the City Council approved renewal of the franchise contracts with private haulers for the residential solid waste and recycling collection services. Residential franchise fees are set at 5% of haulers' gross revenue. The FY 2016-17 Adopted Budget included a \$1.30 per ton increase on commercial hauler to pay for additional public space trash collection, and also includes a projected \$1.30 per ton increase in FY 2019-20; the residential haulers' rate is \$8.30 per ton for FY 2016-17.

Economic Development Strategy

The Portland Development Commission's (PDC) economic development activities are guided by two primary plans: the City of Portland's 2009 five-year Economic Development Strategy, and the 2009 City of Portland five-year Neighborhood Economic Development Strategy.

In July 2009, PDC endorsed and Council adopted the City of Portland Economic Development Strategy - A Five Year Plan for Promoting Economic Growth and Job Creation. In doing so, the City Council adopted Portland's first economic development strategy in more than 15 years. The goal of the strategy is to build the most sustainable economy in the world and create 10,000 jobs in five years. Key objectives of the strategy are to:

- ◆ Maximize Portland's competitiveness,
- ◆ Drive urban innovation, and
- ◆ Stimulate neighborhood business vitality.

In 2011, the City expanded its policy directive with the adoption of the City of Portland Neighborhood Economic Development Strategy. This strategy addresses how community and public partners and business leadership can use neighborhood-level actions to foster economic opportunity and neighborhood vitality, generating the job and wage growth necessary to support Portland's growing population and cost of living. Three objectives ground this document:

- ◆ Build local capacity to achieve economic development outcomes,
- ◆ Drive neighborhood business growth, and
- ◆ Align and coordinate resources to support neighborhood economic development.

Budget Notes

Purpose

Budget notes convey Council direction on a particular topic. Notes typically instruct a City bureau or office to take specific actions during the fiscal year. Sometimes notes are used to formally express Council intent, even if no specific action is directed. Budget notes are part of the budget adoption ordinance and have the same legal authority as any other ordinance.

Bureau of Development Services

Land Use Services Program

The FY 2016-17 budget includes a one-time transfer of \$664,710 in General Fund resources from the Land Use Services program to the Neighborhood Inspection program. In addition, FY 2016-17 Land Use Services program revenues are used to support related zoning code upgrades in the Bureau of Planning & Sustainability's budget. Council directs the Bureau of Development Services to provide Council with an updated five-year financial outlook summary of Land Use Services program revenues and expenditures by April 2017.

Bureau of Emergency Communications

Staffing Study

Council directs the Bureau of Emergency Communications (BOEC) to embark on a study to comprehensively review its long-term staffing requirements as well as operations set-up, including: training, scheduling, ongoing education, and quality control. Such study should assist the bureau in developing strategies and action plans, incorporating the latest trends in the industry to carry out its mission. The bureau shall provide a staffing plan to City Council by December 1, 2016 so that the recommendations may be discussed prior to FY 2017-18 budget development.

City Budget Office

General Fund Support for Data Center Relocation

In the FY 2016-17 Adopted Budget, Council allocated funding for the first year costs of the data center relocation project. Council directs the City Budget Office to add \$2,103,612 of one-time General Fund resources to the Current Appropriation Level targets of General Fund bureaus in FY 2017-18 and \$596,024 of one-time resources in FY 2018-19. These one-time resources are dedicated to fund the remaining General Fund share of costs to finish the data center relocation project.

Office of Equity & Human Rights

Staffing Plan

Council directs the Office of Equity & Human Rights to carry out an assessment to identify a staffing model that will allow the bureau to balance its programmatic, training, and policy needs in order to meet its mission and mandate as set by Council. This staffing model should include a proposed structure for coordinating Citywide equity efforts across all bureaus. If the office determines that additional skillsets or capacity are required to meet its organizational goals, the staffing plan should note opportunities to cross-train existing employees and/or to contract with outside entities to fulfill those needs. The bureau shall provide a staffing plan to City Council by December 1, 2016 so that the recommendations may be discussed prior to FY 2017-18 budget development.

**Office of
Management &
Finance****Electronic Equipment Replacement Rates**

Council directs the Bureau of Technology Services to develop a replacement rate for all electronic equipment. This replacement rate will be sufficient to build a reserve to replace the related equipment at the end of its useful life if it is collected from the time of install. This rate will be included in the FY 2017-18 interagency agreements developed in December 2016 for all General Fund bureaus and the Emergency Communication Fund. Non-General Fund bureaus may either continue to finance their own replacement or opt into the replacement funding mechanism. The FY 2016-17 Adopted Budget includes ongoing General Fund resources for the various General Fund bureaus in an amount equivalent to roughly half of the ongoing annual cost. This increased Current Appropriation Level begins in FY 2017-18.

Sears Building Planning

Council directs the Office of Management & Finance to work with potential tenants of the Jerome Sears facility to develop a comprehensive development, occupancy, and funding plan prior to submitting future renovation requests (other than those necessary to maintain the structural integrity of the building). When such a plan has been developed, all elements - capital and operating - should be brought forward as a series of decision packages in a budget process so that City Council has a complete understanding of all the costs involved.

Pay Equity for Records Specialists

On April 13, 2016, City Council adopted a pay equity resolution reinforcing the City's commitment to pay equity. As part of that ongoing commitment, the Bureau of Human Resources (BHR) is directed to review employee job placement and the resulting pay practices. To that end, BHR must review the work performed by employees in the Police Records Division and evaluate their pay as well as those of related classifications. The specific information obtained in this portion of the pay equity work will be used to inform the upcoming collective bargaining with the District Council of Trade Unions.

**Office of
Neighborhood
Involvement****Graffiti Clean Up in Parks**

Council directs the Office of Neighborhood Involvement (ONI) to work with Portland Parks & Recreation (PP&R) to investigate opportunities to streamline graffiti cleanup services within City-owned parks, and specifically investigate the possibility of leveraging existing PP&R maintenance staff in coordination with ONI's graffiti removal program. The bureaus will report their findings to Council in January 2017.

**Office of
Neighborhood
Involvement/
Portland Housing
Bureau****Housing Emergency Outreach and Engagement**

Council directs the Office of Neighborhood Involvement to work with the Portland Housing Bureau, the City and County Joint Office for Homeless Services, and A Home for Everyone to develop materials and messaging for community engagement on housing prior to spending the \$350,000 allocated in its budget for this purpose. The Office of Neighborhood Involvement will return to Council for approval of the outreach plan before funds are expended.

Portland Fire & Rescue

Collaboration on Facility Locations with Other City Bureaus

The FY 2016-17 budget does not include one-time resources for Portland Fire & Rescue (PF&R) to relocate and combine the current logistics center with the Training Division. Prior to any further commitment of one-time or ongoing resources, Portland Fire & Rescue is instructed to conduct a full needs-assessment, cost-benefit analysis, and analysis of future site locations for any relocation or consolidation plans for the Logistics, Training, and Prevention programs. Additionally, the bureau will identify the cost and operational impacts of having separate facilities as compared to a consolidated central location. Included in this analysis is the potential for PF&R to occupy portions of the Jerome Sears facility in southwest Portland, or any other City-owned facility prior to purchasing new property.

Portland Parks & Recreation

State Minimum Wage Law Impacts

Council directs Portland Parks & Recreation to work with the City Budget Office over the next five years to identify increased costs to the bureau as a result of the State phasing in an increased minimum wage that will reach \$14.75 per hour in 2022. As part of each subsequent year's requested budget, Portland Parks & Recreation will include a plan for how to account for this additional cost including increased fee revenue and General Fund appropriations.

Create Income-based Preschool Fees

Council directs Portland Parks & Recreation to analyze and revise the fee amounts for the preschool program by creating a sliding scale based on household income. The revised schedule shall not result in an increase of General Fund subsidy to the program. These findings, and the revised schedule, shall be finalized in preparation for the FY 2017-18 budget.

Halprin Fountains

Council directs Portland Parks & Recreation to bring forward a decision package in the FY 2016-17 Fall Budget Monitoring Process that requests one-time funding of up to \$1,500,000 for restoration of the Halprin Fountains. Funding for the fountains will be contingent upon approval of a Local Improvement District.

Portland Police Bureau

Future Addition of the Neighborhood Response Team

The FY 2016-17 budget does not include additional resources for the Neighborhood Response Team (NRT) in the Portland Police Bureau. NRT officers provide a variety of services supporting precinct patrol, however filling patrol positions is given a higher priority in the budget. When staffing levels in precinct patrols have stabilized, the bureau should request funding for the 6.0 NRT positions to enhance the services provided to the community.

Body Camera Program

The FY 2016-17 budget includes resources for supporting a body camera program at the Portland Police Bureau. The bureau is directed to proceed with the Request for Proposal process. Implementation of this program is anticipated to occur within the next three years and funding for the implementation will come from the current one-time General Fund resources set aside in the bureau's budget, any resources available in the asset forfeiture fund, and any resources now available in the bureau's ongoing budget that can be repurposed for implementation. The bureau will use an outside program evaluator to document and provide evaluation post-implementation to assess the impacts and outcomes of the investment in body cameras. The bureau will also seek federal and other grants to support the one-time and ongoing costs of the program. The Technology Oversight Committee will oversee the project, including the development of the Request for Proposal process.

**Special
Appropriations****Last Thursday**

The Adopted Budget allocates \$30,000 in ongoing General Fund resources to support the Last Thursday event. Fiscal oversight of this program will be provided by the administrator of Special Appropriations, not the Regional Arts and Culture Council.

Guide to Financial Summaries

Introduction

The Financial Summaries section contains a variety of tables intended to help the reader view the budget as a whole, and includes consolidated budget figures across all the City's funds and bureaus.

The tables in this section only include the City's General Fund funding for the Portland Development Commission, which is a semi-autonomous agency that operates under City charter but is budgeted separately and has other funding sources.

Summary Tables

| | |
|------------------------------------|---|
| Total City Budget | <p>Table 1, <i>Total City Budget - Resources and Requirements</i>, offers the broadest picture of the City budget. The table includes FY 2013-14 Actuals, FY 2014-15 Actuals, the FY 2015-16 Revised Budget reflecting through accounting period 11 (May 31, 2016), and the FY 2016-17 Adopted Budget. Table 1 shows the budget broken out into major revenue and expense classes. There are two types of major expense classes: bureau expenses and fund expenses. Bureau expenses are the types of operating and capital expenditures that result from the provision of programs or services by the City's bureaus. Categories of bureau expenses are personnel services, external materials and services, internal materials and services, and capital outlay. Fund expenses are financial requirements for a fund to meet its obligations such as contingencies, debt service, and interfund transfers.</p> <p>The Citywide totals in Table 1 and elsewhere show the sum of the various funds and a net budget figure. The net budget subtracts the double count caused by interfund transfers and internal materials and services.</p> |
| Appropriation Schedule | <p>Table 2, the <i>Appropriation Schedule</i>, is a legally required summary of budgeted expenditures by bureau, by fund. Appropriations are divided into bureau program expenses and fund expenses. Fund expenses are divided into contingency, interfund cash transfers, and debt service.</p> |
| Bureau Expenses | <p>Table 3, <i>Summary of Bureau Expenses by Fund</i>, shows the amount budgeted for each major bureau expense category. The total column of Table 3 is equal to the first column in Table 2.</p> |
| Resources | <p>Table 4, <i>Summary of Resources by Fund</i>, provides a more detailed view of the major revenue types received by each bureau. General Fund discretionary revenues are included in other external revenue.</p> |
| Total Budget by Fiscal Year | <p>Table 5, <i>Total Resources and Requirements by Fiscal Year</i>, shows the total budget for all bureaus in the budget year, current year, and two prior years.</p> |

| | |
|---|--|
| Tax Levy Computation | Table 6, <i>Tax Levy Computation</i> , outlines City property tax levy calculations. It includes Measure 5 and Measure 47/50 tax base, operating property tax revenues, and general obligation bond debt service property tax revenues. The table states total requirements for each tax supported fund less nontax revenues, which leaves the amount the fund receives in current year tax revenues. This amount is then factored up for delinquencies and any applicable Measure 5 and 50 losses. The result is a certified property tax levy for each fund. |
| Urban Renewal Certification | Table 7, <i>Urban Renewal Certification</i> , shows estimated FY 2016-17 tax increment collections for the City's urban renewal districts. |
| Authorized Positions | Table 8, <i>Summary of Authorized Positions</i> , is a summary of the full-time equivalent positions authorized by Council through the budget process. The figures include regular part-time positions, limited term positions, and regular full-time positions. |
| General Fund Revenues and Expenses | <p>Table 9, <i>General Fund Resources and Requirements</i>, summarizes the budget for the General Fund, one of the City's largest, most visible, and most flexible funds. It shows the different sources of revenue, the budgets for individual bureaus within the General Fund, and the fund level expenses. The table compares the FY 2015-16 Revised Budget to the FY 2016-17 Adopted Budget.</p> <p>Table 9 also shows what portion of a bureau's budget is supported with discretionary General Fund resources. Some General Fund revenues, known as nondiscretionary resources, are restricted to certain purposes by contract or policy. For instance, TriMet (the regional transit authority) contracts with the Portland Police Bureau for police services. Those dollars, provided by TriMet, can only be spent by the Portland Police Bureau for activities related to that contract. Similarly, Portland Parks & Recreation generates fee income from recreation programs that City Council has decided to dedicate for parks and recreation functions.</p> <p>The major types of nondiscretionary resources are intergovernmental revenues, services charges, permits, fees, and service reimbursements. Overhead recovery from non-General Funds cover these funds' share of the cost of services provided by central administrative bureaus within the General Fund.</p> <p>A bureau's discretionary budget does not include nondiscretionary resources, and thus represents the bureau's allocation of those dollars over which the City Council exercises discretion, such as property taxes, business license revenue, and utility license fees.</p> |
| Operating and Capital Budget | Table 10, <i>Operating and Capital Budget</i> , summarizes the operating and capital expenditures included in bureau budgets for the FY 2015-16 Revised Budget and FY 2016-17 Adopted Budget by bureau and fund. |
| Capital Budget by Bureau | Table 11, <i>Capital Budget by Bureau</i> , summarizes the Citywide Capital Improvement Plan (CIP) Budget for each bureau. |
| Capital Budget by Geographic Area | Table 12, <i>Capital Budget by Geographic Area</i> , shows CIP budgets by geographic area for each bureau. Some capital projects overlap districts and are reflected in the geographic areas of east, west, north, or citywide. |

| | |
|-------------------------|--|
| Historical Funds | Table 13, <i>Historical Funds and Appropriations</i> , shows information for City funds and General Fund special appropriations that have been closed during the past three fiscal years. This information is required by Local Budget Law. |
| Debt Summaries | <p>The following debt summary tables are only included in the FY 2016-17 Adopted Budget:</p> <ul style="list-style-type: none"> ◆ Table 14a, <i>Summary of Indebtedness - Debt Outstanding</i>, compares the change in total outstanding debt from FY 2015-16 to FY 2016-17. ◆ Table 14b, <i>Summary of Indebtedness - Actual Debt Outstanding</i>, compares the City's total outstanding debt for FY 2014-15, FY 2015-16, and the projected debt outstanding for FY 2016-17. ◆ Table 15, <i>Summary of Indebtedness - Debt Service</i>, shows the amount of debt payments (both principal and interest) the City expects to make in FY 2016-17. ◆ Table 16, <i>Principal Over the Life of the Debt</i>, shows the amount of debt principal paid off each fiscal year for all City debt. ◆ Table 17, <i>Interest Over the Life of the Debt</i>, shows the amount of interest paid each fiscal year on the City's debt. ◆ Table 18, <i>Summary of Defeased Indebtedness</i>, provides information on bonds the City has refunded, but have not yet been paid off by the escrow accounts established for that purpose. |



Table 1

Total City Budget – Resources and Requirements

Financial Summaries

This table summarizes the City budget as a whole according to the major categories of expenses and revenues. The figures on this page combine all of the City's funds except those of the Portland Development Commission, a semi-autonomous agency that operates under City charter but is budgeted separately. All subsequent budget tables follow this format.

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Taxes | 496,078,238 | 532,111,788 | 545,613,071 | 580,827,105 | 580,827,105 |
| Licenses & Permits | 212,787,034 | 238,476,465 | 238,186,230 | 260,520,610 | 252,061,144 |
| Charges for Services | 635,549,910 | 695,678,968 | 718,657,475 | 729,180,245 | 736,123,796 |
| Intergovernmental | 175,940,067 | 181,013,963 | 205,013,469 | 246,147,139 | 272,240,903 |
| Bond & Note | 492,768,085 | 578,943,509 | 197,492,799 | 515,100,546 | 533,796,233 |
| Miscellaneous | 59,580,062 | 58,965,444 | 38,915,230 | 48,237,305 | 41,753,933 |
| Total External Revenues | 2,072,703,396 | 2,285,190,137 | 1,943,878,274 | 2,380,012,950 | 2,416,803,114 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 622,637,243 | 569,472,911 | 619,765,134 | 613,700,643 | 608,732,378 |
| Interagency Revenue | 182,383,772 | 188,180,061 | 203,413,905 | 214,383,174 | 215,006,960 |
| Total Internal Revenues | 805,021,015 | 757,652,972 | 823,179,039 | 828,083,817 | 823,739,338 |
| Beginning Fund Balance | 836,058,790 | 854,044,018 | 1,112,101,682 | 1,023,514,192 | 1,043,044,301 |
| Total Resources | 3,713,783,201 | 3,896,887,127 | 3,879,158,995 | 4,231,610,959 | 4,283,586,753 |
| Less Intracity Transfers | (805,021,015) | (757,652,972) | (823,179,039) | (828,083,817) | (823,739,338) |
| Total NET Budget | 2,908,762,186 | 3,139,234,155 | 3,055,979,956 | 3,403,527,142 | 3,459,847,415 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 599,859,521 | 635,943,135 | 703,109,360 | 726,968,550 | 727,341,816 |
| External Materials and Services | 611,746,105 | 608,478,147 | 760,239,180 | 861,526,344 | 873,427,713 |
| Internal Materials and Services | 182,383,772 | 188,180,061 | 203,413,905 | 214,383,174 | 215,006,960 |
| Capital Outlay | 200,091,048 | 153,970,932 | 189,782,914 | 259,477,830 | 255,314,400 |
| Total Bureau Expenditures | 1,594,080,446 | 1,586,572,275 | 1,856,545,359 | 2,062,355,898 | 2,071,090,889 |
| Fund Expenditures | | | | | |
| Debt Service | 643,021,494 | 587,365,719 | 486,865,909 | 503,630,979 | 509,221,229 |
| Contingency | 0 | 0 | 690,626,314 | 737,134,385 | 779,753,203 |
| Fund Transfers - Expense | 622,637,243 | 569,472,911 | 619,765,134 | 613,700,643 | 608,732,378 |
| Total Fund Expenditures | 1,265,658,737 | 1,156,838,630 | 1,797,257,357 | 1,854,466,007 | 1,897,706,810 |
| Ending Fund Balance | 854,044,018 | 1,153,476,222 | 225,356,279 | 314,789,054 | 314,789,054 |
| Total Requirements | 3,713,783,201 | 3,896,887,127 | 3,879,158,995 | 4,231,610,959 | 4,283,586,753 |
| Less Intracity Transfers | (805,021,015) | (757,652,972) | (823,179,039) | (828,083,817) | (823,739,338) |
| Total NET Budget | 2,908,762,186 | 3,139,234,155 | 3,055,979,956 | 3,403,527,142 | 3,459,847,415 |

Appropriation Schedule – FY 2016-17

Table 2

Financial Summaries

This table summarizes the major categories of expenditures, including fund-level expenses, by fund and by bureau. It does not include unappropriated ending balance.

| | Bureau Program Expenses | Fund Requirements | | | Total Appropriation |
|--|-------------------------|--------------------|--------------------------|--------------------|----------------------|
| | | Contingency | Interfund Cash Transfers | Debt Service | |
| Bureau of Development Services | | | | | |
| Development Services Fund | 53,749,135 | 25,395,905 | 1,734,257 | 1,165,052 | 82,044,349 |
| Total Bureau of Development Services | 53,749,135 | 25,395,905 | 1,734,257 | 1,165,052 | 82,044,349 |
| Bureau of Emergency Communications | | | | | |
| Emergency Communication Fund | 21,540,205 | 1,075,736 | 882,708 | 1,412,541 | 24,911,190 |
| Total Bureau of Emergency Communications | 21,540,205 | 1,075,736 | 882,708 | 1,412,541 | 24,911,190 |
| Bureau of Environmental Services | | | | | |
| Environmental Remediation Fund | 4,156,569 | 1,986,813 | 117,686 | 1,432 | 6,262,500 |
| Grants Fund | 263,000 | 0 | 0 | 0 | 263,000 |
| Sewer System Construction Fund | 0 | 159,047,000 | 110,303,000 | 0 | 269,350,000 |
| Sewer System Debt Redemption Fund | 0 | 0 | 0 | 177,760,284 | 177,760,284 |
| Sewer System Operating Fund | 243,878,025 | 74,471,093 | 218,733,398 | 3,261,971 | 540,344,487 |
| Sewer System Rate Stabilization Fund | 0 | 74,125,000 | 10,000,000 | 0 | 84,125,000 |
| Total Bureau of Environmental Services | 248,297,594 | 309,629,906 | 339,154,084 | 181,023,687 | 1,078,105,271 |
| Bureau of Fire & Police Disability & Retirement | | | | | |
| Fire & Police Disability & Retirement Fund | 133,763,500 | 7,668,111 | 903,664 | 34,899,037 | 177,234,312 |
| Fire & Police Disability & Retirement Res Fund | 0 | 0 | 750,000 | 0 | 750,000 |
| Total Bureau of Fire & Police Disability & Retirement | 133,763,500 | 7,668,111 | 1,653,664 | 34,899,037 | 177,984,312 |
| Bureau of Planning & Sustainability | | | | | |
| Community Solar Fund | 12,484 | 0 | 116 | 0 | 12,600 |
| General Fund | 9,415,251 | 0 | 0 | 0 | 9,415,251 |
| Grants Fund | 1,765,732 | 0 | 0 | 0 | 1,765,732 |
| Solid Waste Management Fund | 5,595,220 | 80,361 | 192,583 | 62,016 | 5,930,180 |
| Total Bureau of Planning & Sustainability | 16,788,687 | 80,361 | 192,699 | 62,016 | 17,123,763 |
| City Budget Office | | | | | |
| General Fund | 2,493,705 | 0 | 0 | 0 | 2,493,705 |
| Total City Budget Office | 2,493,705 | 0 | 0 | 0 | 2,493,705 |
| Commissioner of Public Affairs | | | | | |
| Children's Investment Fund | 18,722,926 | 2,332,703 | 25,000 | 0 | 21,080,629 |
| General Fund | 1,956,427 | 0 | 0 | 0 | 1,956,427 |
| Total Commissioner of Public Affairs | 20,679,353 | 2,332,703 | 25,000 | 0 | 23,037,056 |
| Commissioner of Public Safety | | | | | |
| General Fund | 1,076,405 | 0 | 0 | 0 | 1,076,405 |
| Total Commissioner of Public Safety | 1,076,405 | 0 | 0 | 0 | 1,076,405 |
| Commissioner of Public Utilities | | | | | |
| General Fund | 1,080,002 | 0 | 0 | 0 | 1,080,002 |
| Total Commissioner of Public Utilities | 1,080,002 | 0 | 0 | 0 | 1,080,002 |
| Commissioner of Public Works | | | | | |
| General Fund | 1,076,124 | 0 | 0 | 0 | 1,076,124 |
| Total Commissioner of Public Works | 1,076,124 | 0 | 0 | 0 | 1,076,124 |
| Fund & Debt Management | | | | | |
| 42nd Avenue NPI Debt Service Fund | 94,552 | 0 | 0 | 0 | 94,552 |
| 82nd Ave/Division NPI Debt Service Fund | 81,247 | 0 | 0 | 0 | 81,247 |
| Airport Way Debt Service Fund | 0 | 0 | 0 | 5,177,371 | 5,177,371 |
| Bonded Debt Interest and Sinking Fund | 0 | 0 | 0 | 14,271,160 | 14,271,160 |

Table 2

Appropriation Schedule – FY 2016-17

Financial Summaries

This table summarizes the major categories of expenditures, including fund-level expenses, by fund and by bureau. It does not include unappropriated ending balance.

| | Bureau Program Expenses | Fund Requirements | | | Total Appropriation |
|--|-------------------------|--------------------|--------------------------|--------------------|---------------------|
| | | Contingency | Interfund Cash Transfers | Debt Service | |
| Central Eastside Ind. District Debt Service Fund | 0 | 0 | 0 | 7,128,206 | 7,128,206 |
| Convention Center Area Debt Service Fund | 0 | 0 | 0 | 7,812,668 | 7,812,668 |
| Cully Blvd. NPI Debt Service Fund | 94,832 | 0 | 0 | 0 | 94,832 |
| Division-Midway NPI Debt Service Fund | 93,985 | 0 | 0 | 0 | 93,985 |
| Gateway URA Debt Redemption Fund | 0 | 0 | 0 | 5,035,579 | 5,035,579 |
| General Fund | 0 | 5,646,986 | 52,544,111 | 9,188,082 | 67,379,179 |
| General Reserve Fund | 0 | 58,582,589 | 1,180,400 | 0 | 59,762,989 |
| Governmental Bond Redemption Fund | 0 | 0 | 0 | 3,731,247 | 3,731,247 |
| Grants Fund | 0 | 0 | 0 | 9,500,000 | 9,500,000 |
| Interstate Corridor Debt Service Fund | 0 | 0 | 0 | 27,230,271 | 27,230,271 |
| Lents Town Center URA Debt Redemption Fund | 0 | 0 | 0 | 14,682,867 | 14,682,867 |
| North Macadam URA Debt Redemption Fund | 0 | 0 | 0 | 12,924,395 | 12,924,395 |
| Parkrose NPI Debt Service Fund | 81,783 | 0 | 0 | 0 | 81,783 |
| Pension Debt Redemption Fund | 0 | 0 | 0 | 4,959,346 | 4,959,346 |
| River District URA Debt Redemption Fund | 0 | 0 | 0 | 34,914,523 | 34,914,523 |
| Rosewood NPI Debt Service Fund | 129,067 | 0 | 0 | 0 | 129,067 |
| South Park Blocks Redemption Fund | 0 | 0 | 0 | 7,179,375 | 7,179,375 |
| Special Finance and Resource Fund | 146,855,097 | 0 | 0 | 145,955 | 147,001,052 |
| Special Projects Debt Service Fund | 0 | 0 | 0 | 9,878,351 | 9,878,351 |
| Waterfront Renewal Bond Sinking Fund | 0 | 0 | 0 | 9,493,542 | 9,493,542 |
| Total Fund & Debt Management | 147,430,563 | 64,229,575 | 53,724,511 | 183,252,938 | 448,637,587 |
| Office of Equity & Human Rights | | | | | |
| General Fund | 1,672,186 | 0 | 0 | 0 | 1,672,186 |
| Total Office of Equity & Human Rights | 1,672,186 | 0 | 0 | 0 | 1,672,186 |
| Office of Government Relations | | | | | |
| General Fund | 1,629,632 | 0 | 0 | 0 | 1,629,632 |
| Total Office of Government Relations | 1,629,632 | 0 | 0 | 0 | 1,629,632 |
| Office of Management & Finance | | | | | |
| Arts Education & Access Fund | 11,007,512 | 6,060,478 | 25,000 | 0 | 17,092,990 |
| BFRES Facilities GO Bond Construction Fund | 1,953 | 198 | 9,131 | 0 | 11,282 |
| CityFleet Operating Fund | 36,700,704 | 30,624,714 | 1,134,500 | 1,751,667 | 70,211,585 |
| Convention and Tourism Fund | 19,325,206 | 0 | 25,000 | 0 | 19,350,206 |
| EBS Services Fund | 9,842,564 | 1,957,827 | 178,322 | 3,036,800 | 15,015,513 |
| Facilities Services Operating Fund | 48,631,510 | 28,162,242 | 927,778 | 5,385,079 | 83,106,609 |
| General Fund | 39,812,528 | 0 | 0 | 0 | 39,812,528 |
| Health Insurance Operating Fund | 62,945,333 | 16,100,066 | 287,136 | 36,862 | 79,369,397 |
| Insurance and Claims Operating Fund | 10,453,070 | 26,986,318 | 217,859 | 87,114 | 37,744,361 |
| Printing & Distribution Services Operating Fund | 6,641,978 | 481,981 | 275,351 | 158,092 | 7,557,402 |
| Property Management License Fund | 5,460,725 | 0 | 25,000 | 0 | 5,485,725 |
| Public Safety GO Bond Fund | 2,706,107 | 4,923,285 | 303,049 | 0 | 7,932,441 |
| Spectator Venues & Visitor Activities Fund | 8,329,461 | 3,525,177 | 133,406 | 4,524,078 | 16,512,122 |
| Technology Services Fund | 54,621,368 | 10,026,003 | 2,392,284 | 554,630 | 67,594,285 |
| Workers' Comp. Self Insurance Operating Fund | 5,389,623 | 12,754,346 | 146,934 | 81,484 | 18,372,387 |
| Total Office of Management & Finance | 321,869,642 | 141,602,635 | 6,080,750 | 15,615,806 | 485,168,833 |

Appropriation Schedule – FY 2016-17

Table 2

Financial Summaries

This table summarizes the major categories of expenditures, including fund-level expenses, by fund and by bureau. It does not include unappropriated ending balance.

| | Bureau Program Expenses | Fund Requirements | | | Total Appropriation |
|--|-------------------------|-------------------|--------------------------|-------------------|---------------------|
| | | Contingency | Interfund Cash Transfers | Debt Service | |
| Office of Neighborhood Involvement | | | | | |
| General Fund | 10,253,063 | 0 | 0 | 0 | 10,253,063 |
| Total Office of Neighborhood Involvement | 10,253,063 | 0 | 0 | 0 | 10,253,063 |
| Office of the City Attorney | | | | | |
| General Fund | 12,328,400 | 0 | 0 | 0 | 12,328,400 |
| Total Office of the City Attorney | 12,328,400 | 0 | 0 | 0 | 12,328,400 |
| Office of the City Auditor | | | | | |
| Assessment Collection Fund | 0 | 79,539 | 0 | 0 | 79,539 |
| Bancroft Bond Interest and Sinking Fund | 0 | 0 | 1,700,000 | 5,413,288 | 7,113,288 |
| General Fund | 9,807,870 | 0 | 0 | 0 | 9,807,870 |
| Local Improvement District Fund | 1,370,351 | 2,807,143 | 3,787,264 | 6,961,740 | 14,926,498 |
| Total Office of the City Auditor | 11,178,221 | 2,886,682 | 5,487,264 | 12,375,028 | 31,927,195 |
| Office of the Mayor | | | | | |
| General Fund | 3,136,687 | 0 | 0 | 0 | 3,136,687 |
| Total Office of the Mayor | 3,136,687 | 0 | 0 | 0 | 3,136,687 |
| Portland Bureau of Emergency Management | | | | | |
| General Fund | 2,747,766 | 0 | 0 | 0 | 2,747,766 |
| Grants Fund | 2,026,952 | 0 | 0 | 0 | 2,026,952 |
| Total Portland Bureau of Emergency Management | 4,774,718 | 0 | 0 | 0 | 4,774,718 |
| Portland Bureau of Transportation | | | | | |
| Gas Tax Bond Redemption Fund | 0 | 0 | 0 | 1,966,730 | 1,966,730 |
| Grants Fund | 29,905,803 | 0 | 0 | 0 | 29,905,803 |
| Parking Facilities Fund | 15,213,897 | 6,214,699 | 2,674,964 | 1,876,000 | 25,979,560 |
| Transportation Operating Fund | 203,403,306 | 86,054,145 | 10,153,855 | 11,031,045 | 310,642,351 |
| Transportation Reserve Fund | 0 | 5,873,460 | 0 | 0 | 5,873,460 |
| Total Portland Bureau of Transportation | 248,523,006 | 98,142,304 | 12,828,819 | 14,873,775 | 374,367,904 |
| Portland Development Commission | | | | | |
| General Fund | 5,818,465 | 0 | 0 | 0 | 5,818,465 |
| Total Portland Development Commission | 5,818,465 | 0 | 0 | 0 | 5,818,465 |
| Portland Fire & Rescue | | | | | |
| BFRES Facilities GO Bond Construction Fund | 698,597 | 0 | 0 | 0 | 698,597 |
| General Fund | 113,252,533 | 0 | 0 | 0 | 113,252,533 |
| Public Safety GO Bond Fund | 1,698,249 | 0 | 0 | 0 | 1,698,249 |
| Total Portland Fire & Rescue | 115,649,379 | 0 | 0 | 0 | 115,649,379 |
| Portland Housing Bureau | | | | | |
| Community Development Block Grant Fund | 10,763,779 | 0 | 0 | 877,000 | 11,640,779 |
| General Fund | 26,446,507 | 0 | 0 | 0 | 26,446,507 |
| Grants Fund | 4,199,936 | 0 | 0 | 0 | 4,199,936 |
| Headwaters Apartment Complex Fund | 4,036 | 1,025,000 | 0 | 832,769 | 1,861,805 |
| HOME Grant Fund | 4,287,982 | 0 | 0 | 75,000 | 4,362,982 |
| Housing Investment Fund | 18,259,177 | 67,445 | 52,361 | 1,200,000 | 19,578,983 |
| Tax Increment Financing Reimbursement Fund | 84,756,070 | 0 | 463,251 | 0 | 85,219,321 |
| Total Portland Housing Bureau | 148,717,487 | 1,092,445 | 515,612 | 2,984,769 | 153,310,313 |
| Portland Parks & Recreation | | | | | |
| General Fund | 83,250,765 | 0 | 0 | 0 | 83,250,765 |

Table 2

Appropriation Schedule – FY 2016-17

Financial Summaries

This table summarizes the major categories of expenditures, including fund-level expenses, by fund and by bureau. It does not include unappropriated ending balance.

| | Bureau Program Expenses | Fund Requirements | | | Total Appropriation |
|--|-------------------------|--------------------|--------------------------|--------------------|----------------------|
| | | Contingency | Interfund Cash Transfers | Debt Service | |
| Golf Fund | 8,941,511 | 395,365 | 416,140 | 433,565 | 10,186,581 |
| Grants Fund | 2,147,657 | 0 | 0 | 0 | 2,147,657 |
| Parks Capital Improvement Program Fund | 45,305,783 | 19,942,720 | 375,155 | 104,736 | 65,728,394 |
| Parks Endowment Fund | 19,402 | 0 | 0 | 0 | 19,402 |
| Parks Local Option Levy Fund | 652,480 | 0 | 22,536 | 0 | 675,016 |
| Portland International Raceway Fund | 1,477,540 | 292,707 | 103,461 | 319,716 | 2,193,424 |
| Portland Parks Memorial Fund | 8,640,864 | 2,089,295 | 331,600 | 0 | 11,061,759 |
| Total Portland Parks & Recreation | 150,436,002 | 22,720,087 | 1,248,892 | 858,017 | 175,262,998 |
| Portland Police Bureau | | | | | |
| General Fund | 194,965,191 | 0 | 0 | 0 | 194,965,191 |
| Grants Fund | 1,133,557 | 0 | 0 | 0 | 1,133,557 |
| Police Special Revenue Fund | 5,019,831 | 7,000 | 0 | 0 | 5,026,831 |
| Total Portland Police Bureau | 201,118,579 | 7,000 | 0 | 0 | 201,125,579 |
| Portland Water Bureau | | | | | |
| Hydroelectric Power Bond Redemption Fund | 0 | 0 | 0 | 1,788,051 | 1,788,051 |
| Hydroelectric Power Operating Fund | 797,730 | 257,421 | 225,507 | 24,442 | 1,305,100 |
| Hydroelectric Power Renewal Replacement Fund | 0 | 11,166,900 | 125,000 | 0 | 11,291,900 |
| Water Bond Sinking Fund | 0 | 0 | 0 | 54,972,728 | 54,972,728 |
| Water Construction Fund | 0 | 14,437,791 | 96,251,935 | 0 | 110,689,726 |
| Water Fund | 172,810,443 | 77,027,641 | 88,601,676 | 3,913,342 | 342,353,102 |
| Total Portland Water Bureau | 173,608,173 | 102,889,753 | 185,204,118 | 60,698,563 | 522,400,607 |
| Special Appropriations | | | | | |
| General Fund | 12,401,976 | 0 | 0 | 0 | 12,401,976 |
| Total Special Appropriations | 12,401,976 | 0 | 0 | 0 | 12,401,976 |
| Total Citywide Appropriation | 2,071,090,889 | 779,753,203 | 608,732,378 | 509,221,229 | 3,968,797,699 |

Summary of Bureau Expenses by Fund – FY 2016-17

Table 3

Financial Summaries

This table summarizes the major categories of expenditures included in bureau program budgets by fund and by bureau.

| | Personnel Services | External Mat'l & Svcs | Internal Mat'l & Svcs | Capital Outlay | Total Bureau Expenses |
|--|-----------------------|--------------------------|--------------------------|-------------------|--------------------------|
| Bureau of Development Services | | | | | |
| Development Services Fund | 39,220,130 | 2,887,657 | 10,030,231 | 1,611,117 | 53,749,135 |
| Total Bureau of Development Services | 39,220,130 | 2,887,657 | 10,030,231 | 1,611,117 | 53,749,135 |
| Bureau of Emergency Communications | | | | | |
| Emergency Communication Fund | 16,222,467 | 819,511 | 4,498,227 | 0 | 21,540,205 |
| Total Bureau of Emergency Communications | 16,222,467 | 819,511 | 4,498,227 | 0 | 21,540,205 |
| Bureau of Environmental Services | | | | | |
| Environmental Remediation Fund | 609,898 | 2,639,346 | 907,325 | 0 | 4,156,569 |
| Grants Fund | 0 | 8,000 | 0 | 255,000 | 263,000 |
| Sewer System Operating Fund | 66,230,481 | 57,009,404 | 42,517,473 | 78,120,667 | 243,878,025 |
| Total Bureau of Environmental Services | 66,840,379 | 59,656,750 | 43,424,798 | 78,375,667 | 248,297,594 |
| Bureau of Fire & Police Disability & Retirement | | | | | |
| Fire & Police Disability & Retirement Fund | 2,086,912 | 120,468,600 | 11,161,988 | 46,000 | 133,763,500 |
| Total Bureau of Fire & Police Disability & Retirement | 2,086,912 | 120,468,600 | 11,161,988 | 46,000 | 133,763,500 |
| Bureau of Planning & Sustainability | | | | | |
| Community Solar Fund | 0 | 12,484 | 0 | 0 | 12,484 |
| General Fund | 7,923,988 | 906,869 | 584,394 | 0 | 9,415,251 |
| Grants Fund | 1,033,529 | 539,358 | 192,845 | 0 | 1,765,732 |
| Solid Waste Management Fund | 2,476,660 | 1,438,855 | 1,679,705 | 0 | 5,595,220 |
| Total Bureau of Planning & Sustainability | 11,434,177 | 2,897,566 | 2,456,944 | 0 | 16,788,687 |
| City Budget Office | | | | | |
| General Fund | 2,099,333 | 192,260 | 202,112 | 0 | 2,493,705 |
| Total City Budget Office | 2,099,333 | 192,260 | 202,112 | 0 | 2,493,705 |
| Commissioner of Public Affairs | | | | | |
| Children's Investment Fund | 580,562 | 18,092,890 | 49,474 | 0 | 18,722,926 |
| General Fund | 1,201,357 | 552,833 | 202,237 | 0 | 1,956,427 |
| Total Commissioner of Public Affairs | 1,781,919 | 18,645,723 | 251,711 | 0 | 20,679,353 |
| Commissioner of Public Safety | | | | | |
| General Fund | 859,061 | 41,380 | 175,964 | 0 | 1,076,405 |
| Total Commissioner of Public Safety | 859,061 | 41,380 | 175,964 | 0 | 1,076,405 |
| Commissioner of Public Utilities | | | | | |
| General Fund | 822,546 | 79,598 | 177,858 | 0 | 1,080,002 |
| Total Commissioner of Public Utilities | 822,546 | 79,598 | 177,858 | 0 | 1,080,002 |
| Commissioner of Public Works | | | | | |
| General Fund | 863,489 | 34,780 | 177,855 | 0 | 1,076,124 |
| Total Commissioner of Public Works | 863,489 | 34,780 | 177,855 | 0 | 1,076,124 |
| Fund & Debt Management | | | | | |
| 42nd Avenue NPI Debt Service Fund | 0 | 94,552 | 0 | 0 | 94,552 |
| 82nd Ave/Division NPI Debt Service Fund | 0 | 81,247 | 0 | 0 | 81,247 |
| Cully Blvd. NPI Debt Service Fund | 0 | 94,832 | 0 | 0 | 94,832 |
| Division-Midway NPI Debt Service Fund | 0 | 93,985 | 0 | 0 | 93,985 |
| Parkrose NPI Debt Service Fund | 0 | 81,783 | 0 | 0 | 81,783 |
| Rosewood NPI Debt Service Fund | 0 | 129,067 | 0 | 0 | 129,067 |
| Special Finance and Resource Fund | 0 | 146,855,097 | 0 | 0 | 146,855,097 |
| Total Fund & Debt Management | 0 | 147,430,563 | 0 | 0 | 147,430,563 |

Table 3

Summary of Bureau Expenses by Fund – FY 2016-17

Financial Summaries

This table summarizes the major categories of expenditures included in bureau program budgets by fund and by bureau.

| | Personnel Services | External Mat'l & Svcs | Internal Mat'l & Svcs | Capital Outlay | Total Bureau Expenses |
|--|-----------------------|--------------------------|--------------------------|-------------------|--------------------------|
| Office of Equity & Human Rights | | | | | |
| General Fund | 1,297,841 | 185,320 | 189,025 | 0 | 1,672,186 |
| Total Office of Equity & Human Rights | 1,297,841 | 185,320 | 189,025 | 0 | 1,672,186 |
| Office of Government Relations | | | | | |
| General Fund | 1,098,238 | 325,267 | 206,127 | 0 | 1,629,632 |
| Total Office of Government Relations | 1,098,238 | 325,267 | 206,127 | 0 | 1,629,632 |
| Office of Management & Finance | | | | | |
| Arts Education & Access Fund | 0 | 10,100,000 | 907,512 | 0 | 11,007,512 |
| BFRES Facilities GO Bond Construction Fund | 0 | 0 | 1,953 | 0 | 1,953 |
| CityFleet Operating Fund | 8,033,063 | 13,629,941 | 2,405,978 | 12,631,722 | 36,700,704 |
| Convention and Tourism Fund | 0 | 19,002,940 | 322,266 | 0 | 19,325,206 |
| EBS Services Fund | 2,421,575 | 2,646,935 | 4,774,054 | 0 | 9,842,564 |
| Facilities Services Operating Fund | 4,454,353 | 34,395,515 | 2,935,783 | 6,845,859 | 48,631,510 |
| General Fund | 29,945,681 | 4,397,635 | 5,469,212 | 0 | 39,812,528 |
| Health Insurance Operating Fund | 1,682,686 | 60,870,330 | 392,317 | 0 | 62,945,333 |
| Insurance and Claims Operating Fund | 1,187,425 | 6,584,469 | 2,681,176 | 0 | 10,453,070 |
| Printing & Distribution Services Operating Fund | 1,808,429 | 3,775,064 | 735,985 | 322,500 | 6,641,978 |
| Property Management License Fund | 0 | 5,392,157 | 68,568 | 0 | 5,460,725 |
| Public Safety GO Bond Fund | 349,059 | 2,043,673 | 313,375 | 0 | 2,706,107 |
| Spectator Venues & Visitor Activities Fund | 370,763 | 4,176,385 | 282,313 | 3,500,000 | 8,329,461 |
| Technology Services Fund | 28,367,739 | 18,702,004 | 3,743,232 | 3,808,393 | 54,621,368 |
| Workers' Comp. Self Insurance Operating Fund | 1,247,068 | 3,543,161 | 599,394 | 0 | 5,389,623 |
| Total Office of Management & Finance | 79,867,841 | 189,260,209 | 25,633,118 | 27,108,474 | 321,869,642 |
| Office of Neighborhood Involvement | | | | | |
| General Fund | 5,258,693 | 4,217,341 | 777,029 | 0 | 10,253,063 |
| Total Office of Neighborhood Involvement | 5,258,693 | 4,217,341 | 777,029 | 0 | 10,253,063 |
| Office of the City Attorney | | | | | |
| General Fund | 10,396,979 | 848,205 | 1,083,216 | 0 | 12,328,400 |
| Total Office of the City Attorney | 10,396,979 | 848,205 | 1,083,216 | 0 | 12,328,400 |
| Office of the City Auditor | | | | | |
| General Fund | 6,239,753 | 1,513,034 | 2,055,083 | 0 | 9,807,870 |
| Local Improvement District Fund | 0 | 9,998 | 1,360,353 | 0 | 1,370,351 |
| Total Office of the City Auditor | 6,239,753 | 1,523,032 | 3,415,436 | 0 | 11,178,221 |
| Office of the Mayor | | | | | |
| General Fund | 1,865,190 | 791,833 | 479,664 | 0 | 3,136,687 |
| Total Office of the Mayor | 1,865,190 | 791,833 | 479,664 | 0 | 3,136,687 |
| Portland Bureau of Emergency Management | | | | | |
| General Fund | 1,780,998 | 450,852 | 515,916 | 0 | 2,747,766 |
| Grants Fund | 456,887 | 1,304,490 | 265,575 | 0 | 2,026,952 |
| Total Portland Bureau of Emergency Management | 2,237,885 | 1,755,342 | 781,491 | 0 | 4,774,718 |
| Portland Bureau of Transportation | | | | | |
| Grants Fund | 5,665,997 | 971,836 | 4,721,766 | 18,546,204 | 29,905,803 |
| Parking Facilities Fund | 545,410 | 5,223,501 | 6,448,855 | 2,996,131 | 15,213,897 |

Summary of Bureau Expenses by Fund – FY 2016-17

Table 3

Financial Summaries

This table summarizes the major categories of expenditures included in bureau program budgets by fund and by bureau.

| | Personnel Services | External Mat'l & Svcs | Internal Mat'l & Svcs | Capital Outlay | Total Bureau Expenses |
|--|-----------------------|--------------------------|--------------------------|--------------------|--------------------------|
| Transportation Operating Fund | 86,200,159 | 65,904,741 | 22,939,912 | 28,358,494 | 203,403,306 |
| Total Portland Bureau of Transportation | 92,411,566 | 72,100,078 | 34,110,533 | 49,900,829 | 248,523,006 |
| Portland Development Commission | | | | | |
| General Fund | 0 | 5,818,465 | 0 | 0 | 5,818,465 |
| Total Portland Development Commission | 0 | 5,818,465 | 0 | 0 | 5,818,465 |
| Portland Fire & Rescue | | | | | |
| BFRES Facilities GO Bond Construction Fund | 0 | 0 | 0 | 698,597 | 698,597 |
| General Fund | 97,023,341 | 7,307,569 | 6,461,914 | 2,459,709 | 113,252,533 |
| Public Safety GO Bond Fund | 0 | 0 | 0 | 1,698,249 | 1,698,249 |
| Total Portland Fire & Rescue | 97,023,341 | 7,307,569 | 6,461,914 | 4,856,555 | 115,649,379 |
| Portland Housing Bureau | | | | | |
| Community Development Block Grant Fund | 1,406,567 | 9,014,597 | 342,615 | 0 | 10,763,779 |
| General Fund | 552,335 | 25,851,981 | 42,191 | 0 | 26,446,507 |
| Grants Fund | 385,629 | 3,814,307 | 0 | 0 | 4,199,936 |
| Headwaters Apartment Complex Fund | 0 | 4,036 | 0 | 0 | 4,036 |
| HOME Grant Fund | 359,021 | 3,928,961 | 0 | 0 | 4,287,982 |
| Housing Investment Fund | 1,026,460 | 17,201,717 | 31,000 | 0 | 18,259,177 |
| Tax Increment Financing Reimbursement Fund | 2,918,224 | 80,751,141 | 1,086,705 | 0 | 84,756,070 |
| Total Portland Housing Bureau | 6,648,236 | 140,566,740 | 1,502,511 | 0 | 148,717,487 |
| Portland Parks & Recreation | | | | | |
| General Fund | 57,427,339 | 17,334,906 | 8,488,520 | 0 | 83,250,765 |
| Golf Fund | 3,840,150 | 4,332,236 | 754,125 | 15,000 | 8,941,511 |
| Grants Fund | 255,991 | 691,250 | 4,336 | 1,196,080 | 2,147,657 |
| Parks Capital Improvement Program Fund | 3,027,711 | 4,483,675 | 1,833,719 | 35,960,678 | 45,305,783 |
| Parks Endowment Fund | 750 | 17,877 | 775 | 0 | 19,402 |
| Parks Local Option Levy Fund | 0 | 652,480 | 0 | 0 | 652,480 |
| Portland International Raceway Fund | 819,413 | 525,753 | 132,374 | 0 | 1,477,540 |
| Portland Parks Memorial Fund | 1,703,625 | 5,341,417 | 1,595,822 | 0 | 8,640,864 |
| Total Portland Parks & Recreation | 67,074,979 | 33,379,594 | 12,809,671 | 37,171,758 | 150,436,002 |
| Portland Police Bureau | | | | | |
| General Fund | 145,825,982 | 15,508,186 | 33,269,023 | 362,000 | 194,965,191 |
| Grants Fund | 476,880 | 656,677 | 0 | 0 | 1,133,557 |
| Police Special Revenue Fund | 219,415 | 4,016,052 | 784,364 | 0 | 5,019,831 |
| Total Portland Police Bureau | 146,522,277 | 20,180,915 | 34,053,387 | 362,000 | 201,118,579 |
| Portland Water Bureau | | | | | |
| Hydroelectric Power Operating Fund | 357,148 | 285,829 | 154,753 | 0 | 797,730 |
| Water Fund | 66,347,087 | 29,956,764 | 20,624,592 | 55,882,000 | 172,810,443 |
| Total Portland Water Bureau | 66,704,235 | 30,242,593 | 20,779,345 | 55,882,000 | 173,608,173 |
| Special Appropriations | | | | | |
| General Fund | 464,349 | 11,770,822 | 166,805 | 0 | 12,401,976 |
| Total Special Appropriations | 464,349 | 11,770,822 | 166,805 | 0 | 12,401,976 |
| Total Citywide Bureau Expenses | 727,341,816 | 873,427,713 | 215,006,960 | 255,314,400 | 2,071,090,889 |

Table 4

Summary of Resources by Fund – FY 2016-17

Financial Summaries

This table summarizes the major categories of estimated resources.

| | Property & Transient Lodging Taxes | Service Charges, Licenses, & Permits | Other External Revenue | Intracity Transfers | Beginning Balances | Total Revenues |
|--|---|---|------------------------------|------------------------|-----------------------|----------------------|
| Bureau of Development Services | | | | | | |
| Development Services Fund | 0 | 53,192,047 | 3,459,447 | 3,233,765 | 62,159,090 | 122,044,349 |
| Total Bureau of Development Services | 0 | 53,192,047 | 3,459,447 | 3,233,765 | 62,159,090 | 122,044,349 |
| Bureau of Emergency Communications | | | | | | |
| Emergency Communication Fund | 0 | 349,000 | 7,794,545 | 15,681,759 | 1,085,886 | 24,911,190 |
| Total Bureau of Emergency Communications | 0 | 349,000 | 7,794,545 | 15,681,759 | 1,085,886 | 24,911,190 |
| Bureau of Environmental Services | | | | | | |
| Environmental Remediation Fund | 0 | 3,860,000 | 30,000 | 572,500 | 1,800,000 | 6,262,500 |
| Grants Fund | 0 | 0 | 263,000 | 0 | 0 | 263,000 |
| Sewer System Construction Fund | 0 | 650,000 | 158,000,000 | 25,700,000 | 85,000,000 | 269,350,000 |
| Sewer System Debt Redemption Fund | 0 | 0 | 14,950,000 | 177,110,284 | 61,825,000 | 253,885,284 |
| Sewer System Operating Fund | 0 | 347,030,000 | 1,080,000 | 123,234,487 | 69,180,000 | 540,524,487 |
| Sewer System Rate Stabilization Fund | 0 | 0 | 625,000 | 10,000,000 | 73,500,000 | 84,125,000 |
| Total Bureau of Environmental Services | 0 | 351,540,000 | 174,948,000 | 336,617,271 | 291,305,000 | 1,154,410,271 |
| Bureau of Fire & Police Disability & Retirement | | | | | | |
| Fire & Police Disability & Retirement Fund | 128,071,818 | 0 | 34,919,200 | 1,655,200 | 12,588,094 | 177,234,312 |
| Fire & Police Disability & Retirement Res Fund | 0 | 0 | 0 | 750,000 | 750,000 | 1,500,000 |
| Total Bureau of Fire & Police Disability & Retirement | 128,071,818 | 0 | 34,919,200 | 2,405,200 | 13,338,094 | 178,734,312 |
| Bureau of Planning & Sustainability | | | | | | |
| Community Solar Fund | 0 | 0 | 12,600 | 0 | 0 | 12,600 |
| General Fund | 0 | 0 | 8,549,311 | 865,940 | 0 | 9,415,251 |
| Grants Fund | 0 | 0 | 1,765,732 | 0 | 0 | 1,765,732 |
| Solid Waste Management Fund | 0 | 5,764,013 | 96,713 | 5,000 | 2,773,911 | 8,639,637 |
| Total Bureau of Planning & Sustainability | 0 | 5,764,013 | 10,424,356 | 870,940 | 2,773,911 | 19,833,220 |
| City Budget Office | | | | | | |
| General Fund | 0 | 0 | 2,293,419 | 200,286 | 0 | 2,493,705 |
| Total City Budget Office | 0 | 0 | 2,293,419 | 200,286 | 0 | 2,493,705 |
| Commissioner of Public Affairs | | | | | | |
| Children's Investment Fund | 17,230,629 | 0 | 0 | 0 | 3,850,000 | 21,080,629 |
| General Fund | 0 | 0 | 1,956,427 | 0 | 0 | 1,956,427 |
| Total Commissioner of Public Affairs | 17,230,629 | 0 | 1,956,427 | 0 | 3,850,000 | 23,037,056 |
| Commissioner of Public Safety | | | | | | |
| General Fund | 0 | 0 | 1,076,405 | 0 | 0 | 1,076,405 |
| Total Commissioner of Public Safety | 0 | 0 | 1,076,405 | 0 | 0 | 1,076,405 |
| Commissioner of Public Utilities | | | | | | |
| General Fund | 0 | 0 | 1,080,002 | 0 | 0 | 1,080,002 |
| Total Commissioner of Public Utilities | 0 | 0 | 1,080,002 | 0 | 0 | 1,080,002 |
| Commissioner of Public Works | | | | | | |
| General Fund | 0 | 0 | 1,076,124 | 0 | 0 | 1,076,124 |
| Total Commissioner of Public Works | 0 | 0 | 1,076,124 | 0 | 0 | 1,076,124 |
| Fund & Debt Management | | | | | | |
| 42nd Avenue NPI Debt Service Fund | 93,552 | 0 | 0 | 0 | 1,000 | 94,552 |
| 82nd Ave/Division NPI Debt Service Fund | 80,247 | 0 | 0 | 0 | 1,000 | 81,247 |
| Airport Way Debt Service Fund | 4,167,390 | 0 | 22,000 | 0 | 2,484,414 | 6,673,804 |
| Bonded Debt Interest and Sinking Fund | 14,261,160 | 0 | 10,000 | 0 | 200,000 | 14,471,160 |

Summary of Resources by Fund – FY 2016-17

Table 4

Financial Summaries

This table summarizes the major categories of estimated resources.

| | Property & Transient Lodging Taxes | Service Charges, Licenses, & Permits | Other External Revenue | Intracity Transfers | Beginning Balances | Total Revenues |
|--|---|---|------------------------------|------------------------|-----------------------|--------------------|
| Central Eastside Ind. District Debt Service Fund | 7,100,557 | 0 | 19,794 | 0 | 2,413,718 | 9,534,069 |
| Convention Center Area Debt Service Fund | 13,674,440 | 0 | 78,013 | 0 | 8,089,711 | 21,842,164 |
| Cully Blvd. NPI Debt Service Fund | 93,832 | 0 | 0 | 0 | 1,000 | 94,832 |
| Division-Midway NPI Debt Service Fund | 92,985 | 0 | 0 | 0 | 1,000 | 93,985 |
| Gateway URA Debt Redemption Fund | 4,754,887 | 0 | 11,550 | 0 | 269,142 | 5,035,579 |
| General Fund | 263,368,000 | 191,600,373 | (444,874,200) | 30,280,212 | 27,004,794 | 67,379,179 |
| General Reserve Fund | 0 | 0 | 605,000 | 3,000,000 | 56,157,989 | 59,762,989 |
| Governmental Bond Redemption Fund | 0 | 0 | 1,297,528 | 2,433,719 | 0 | 3,731,247 |
| Grants Fund | 0 | 0 | 0 | 0 | 9,500,000 | 9,500,000 |
| Interstate Corridor Debt Service Fund | 23,838,267 | 0 | 87,669 | 0 | 9,015,683 | 32,941,619 |
| Lents Town Center URA Debt Redemption Fund | 13,579,068 | 0 | 44,774 | 0 | 4,091,617 | 17,715,459 |
| North Macadam URA Debt Redemption Fund | 12,862,986 | 0 | 48,763 | 0 | 4,978,296 | 17,890,045 |
| Parkrose NPI Debt Service Fund | 80,783 | 0 | 0 | 0 | 1,000 | 81,783 |
| Pension Debt Redemption Fund | 0 | 0 | 797,521 | 4,161,825 | 750,000 | 5,709,346 |
| River District URA Debt Redemption Fund | 32,635,992 | 0 | 115,975 | 0 | 9,781,414 | 42,533,381 |
| Rosewood NPI Debt Service Fund | 128,067 | 0 | 0 | 0 | 1,000 | 129,067 |
| South Park Blocks Redemption Fund | 6,491,410 | 0 | 98,726 | 0 | 9,674,835 | 16,264,971 |
| Special Finance and Resource Fund | 0 | 0 | 147,001,052 | 0 | 0 | 147,001,052 |
| Special Projects Debt Service Fund | 0 | 0 | 9,878,351 | 0 | 0 | 9,878,351 |
| Waterfront Renewal Bond Sinking Fund | 8,457,535 | 0 | 63,162 | 0 | 8,628,807 | 17,149,504 |
| Total Fund & Debt Management | 405,761,158 | 191,600,373 | (284,694,322) | 39,875,756 | 153,046,420 | 505,589,385 |
| Office of Equity & Human Rights | | | | | | |
| General Fund | 0 | 0 | 1,667,060 | 5,126 | 0 | 1,672,186 |
| Total Office of Equity & Human Rights | 0 | 0 | 1,667,060 | 5,126 | 0 | 1,672,186 |
| Office of Government Relations | | | | | | |
| General Fund | 0 | 0 | 1,442,271 | 187,361 | 0 | 1,629,632 |
| Total Office of Government Relations | 0 | 0 | 1,442,271 | 187,361 | 0 | 1,629,632 |
| Office of Management & Finance | | | | | | |
| Arts Education & Access Fund | 10,494,000 | 0 | 35,000 | 0 | 6,563,990 | 17,092,990 |
| BFRES Facilities GO Bond Construction Fund | 0 | 0 | 2,475 | 0 | 8,807 | 11,282 |
| CityFleet Operating Fund | 0 | 0 | 14,557,450 | 33,618,237 | 22,035,898 | 70,211,585 |
| Convention and Tourism Fund | 19,269,000 | 0 | 20,000 | 0 | 61,206 | 19,350,206 |
| EBS Services Fund | 0 | 0 | 20,000 | 11,771,472 | 3,224,041 | 15,015,513 |
| Facilities Services Operating Fund | 0 | 1,064,115 | 9,391,194 | 37,324,145 | 35,327,155 | 83,106,609 |
| General Fund | 0 | 240,500 | 30,368,404 | 9,168,624 | 35,000 | 39,812,528 |
| Health Insurance Operating Fund | 0 | 60,971,629 | 854,587 | 0 | 17,543,181 | 79,369,397 |
| Insurance and Claims Operating Fund | 0 | 0 | 303,507 | 10,931,236 | 26,509,618 | 37,744,361 |
| Printing & Distribution Services Operating Fund | 0 | 178,803 | 934,629 | 5,932,038 | 511,932 | 7,557,402 |
| Property Management License Fund | 0 | 5,483,450 | 2,275 | 0 | 0 | 5,485,725 |
| Public Safety GO Bond Fund | 0 | 0 | 45,500 | 0 | 7,886,941 | 7,932,441 |
| Spectator Venues & Visitor Activities Fund | 0 | 8,332,128 | 2,079,994 | 0 | 6,100,000 | 16,512,122 |
| Technology Services Fund | 0 | 272,188 | 4,503,012 | 46,984,886 | 15,834,199 | 67,594,285 |
| Workers' Comp. Self Insurance Operating Fund | 0 | 0 | 311,668 | 4,313,045 | 13,747,674 | 18,372,387 |
| Total Office of Management & Finance | 29,763,000 | 76,542,813 | 63,429,695 | 160,043,683 | 155,389,642 | 485,168,833 |

Table 4

Summary of Resources by Fund – FY 2016-17

Financial Summaries

This table summarizes the major categories of estimated resources.

| | Property & Transient Lodging Taxes | Service Charges, Licenses, & Permits | Other External Revenue | Intracity Transfers | Beginning Balances | Total Revenues |
|--|---|---|------------------------------|------------------------|-----------------------|--------------------|
| Office of Neighborhood Involvement | | | | | | |
| General Fund | 0 | 1,182,369 | 9,052,433 | 18,261 | 0 | 10,253,063 |
| Total Office of Neighborhood Involvement | 0 | 1,182,369 | 9,052,433 | 18,261 | 0 | 10,253,063 |
| Office of the City Attorney | | | | | | |
| General Fund | 0 | 106,000 | 6,561,461 | 5,660,939 | 0 | 12,328,400 |
| Total Office of the City Attorney | 0 | 106,000 | 6,561,461 | 5,660,939 | 0 | 12,328,400 |
| Office of the City Auditor | | | | | | |
| Assessment Collection Fund | 0 | 0 | 950 | 0 | 78,589 | 79,539 |
| Bancroft Bond Interest and Sinking Fund | 0 | 0 | 6,792,668 | 0 | 13,952,574 | 20,745,242 |
| General Fund | 0 | 118,565 | 9,524,305 | 165,000 | 0 | 9,807,870 |
| Local Improvement District Fund | 0 | 1,052,480 | 10,716,418 | 500,000 | 2,657,600 | 14,926,498 |
| Total Office of the City Auditor | 0 | 1,171,045 | 27,034,341 | 665,000 | 16,688,763 | 45,559,149 |
| Office of the Mayor | | | | | | |
| General Fund | 0 | 0 | 3,136,687 | 0 | 0 | 3,136,687 |
| Total Office of the Mayor | 0 | 0 | 3,136,687 | 0 | 0 | 3,136,687 |
| Portland Bureau of Emergency Management | | | | | | |
| General Fund | 0 | 0 | 2,737,766 | 10,000 | 0 | 2,747,766 |
| Grants Fund | 0 | 0 | 2,026,952 | 0 | 0 | 2,026,952 |
| Total Portland Bureau of Emergency Management | 0 | 0 | 4,764,718 | 10,000 | 0 | 4,774,718 |
| Portland Bureau of Transportation | | | | | | |
| Gas Tax Bond Redemption Fund | 0 | 0 | 0 | 1,966,730 | 1,673,047 | 3,639,777 |
| Grants Fund | 0 | 0 | 29,905,803 | 0 | 0 | 29,905,803 |
| Parking Facilities Fund | 0 | 14,285,910 | 100,000 | 974,535 | 10,619,115 | 25,979,560 |
| Transportation Operating Fund | 0 | 74,141,768 | 121,936,383 | 50,895,182 | 63,669,018 | 310,642,351 |
| Transportation Reserve Fund | 0 | 0 | 25,000 | 700,000 | 5,148,460 | 5,873,460 |
| Total Portland Bureau of Transportation | 0 | 88,427,678 | 151,967,186 | 54,536,447 | 81,109,640 | 376,040,951 |
| Portland Development Commission | | | | | | |
| General Fund | 0 | 0 | 5,818,465 | 0 | 0 | 5,818,465 |
| Total Portland Development Commission | 0 | 0 | 5,818,465 | 0 | 0 | 5,818,465 |
| Portland Fire & Rescue | | | | | | |
| BFRES Facilities GO Bond Construction Fund | 0 | 0 | 0 | 0 | 698,597 | 698,597 |
| General Fund | 0 | 4,145,000 | 103,928,083 | 5,179,450 | 0 | 113,252,533 |
| Public Safety GO Bond Fund | 0 | 0 | 0 | 0 | 1,698,249 | 1,698,249 |
| Total Portland Fire & Rescue | 0 | 4,145,000 | 103,928,083 | 5,179,450 | 2,396,846 | 115,649,379 |
| Portland Housing Bureau | | | | | | |
| Community Development Block Grant Fund | 0 | 0 | 11,490,779 | 0 | 150,000 | 11,640,779 |
| General Fund | 0 | 0 | 26,345,543 | 100,964 | 0 | 26,446,507 |
| Grants Fund | 0 | 0 | 4,199,936 | 0 | 0 | 4,199,936 |
| Headwaters Apartment Complex Fund | 0 | 0 | 1,053,500 | 0 | 808,305 | 1,861,805 |
| HOME Grant Fund | 0 | 0 | 4,287,982 | 0 | 75,000 | 4,362,982 |
| Housing Investment Fund | 0 | 541,800 | 15,259,094 | 1,200,000 | 2,578,089 | 19,578,983 |
| Tax Increment Financing Reimbursement Fund | 0 | 0 | 76,931,781 | 0 | 8,287,540 | 85,219,321 |
| Total Portland Housing Bureau | 0 | 541,800 | 139,568,615 | 1,300,964 | 11,898,934 | 153,310,313 |
| Portland Parks & Recreation | | | | | | |
| General Fund | 0 | 18,782,034 | 62,453,922 | 2,014,809 | 0 | 83,250,765 |

Summary of Resources by Fund – FY 2016-17

Table 4

Financial Summaries

This table summarizes the major categories of estimated resources.

| | Property & Transient Lodging Taxes | Service Charges, Licenses, & Permits | Other External Revenue | Intracity Transfers | Beginning Balances | Total Revenues |
|--|---|---|------------------------------|------------------------|-----------------------|----------------------|
| Golf Fund | 0 | 9,743,266 | 30,753 | 0 | 412,562 | 10,186,581 |
| Grants Fund | 0 | 0 | 2,147,657 | 0 | 0 | 2,147,657 |
| Parks Capital Improvement Program Fund | 0 | 10,566,819 | 13,666,750 | 6,081,629 | 35,413,196 | 65,728,394 |
| Parks Endowment Fund | 0 | 0 | 1,237 | 0 | 181,465 | 182,702 |
| Parks Local Option Levy Fund | 500 | 0 | 2,000 | 0 | 672,516 | 675,016 |
| Portland International Raceway Fund | 0 | 1,922,562 | 8,656 | 0 | 262,206 | 2,193,424 |
| Portland Parks Memorial Fund | 0 | 2,901,112 | 581,959 | 64,318 | 7,514,370 | 11,061,759 |
| Total Portland Parks & Recreation | 500 | 43,915,793 | 78,892,934 | 8,160,756 | 44,456,315 | 175,426,298 |
| Portland Police Bureau | | | | | | |
| General Fund | 0 | 4,041,672 | 185,118,649 | 5,804,870 | 0 | 194,965,191 |
| Grants Fund | 0 | 0 | 1,133,557 | 0 | 0 | 1,133,557 |
| Police Special Revenue Fund | 0 | 0 | 1,830,137 | 0 | 3,196,694 | 5,026,831 |
| Total Portland Police Bureau | 0 | 4,041,672 | 188,082,343 | 5,804,870 | 3,196,694 | 201,125,579 |
| Portland Water Bureau | | | | | | |
| Hydroelectric Power Bond Redemption Fund | 0 | 0 | 1,500 | 0 | 1,799,100 | 1,800,600 |
| Hydroelectric Power Operating Fund | 0 | 0 | 891,900 | 190,500 | 222,700 | 1,305,100 |
| Hydroelectric Power Renewal Replacement Fund | 0 | 0 | 428,000 | 0 | 10,863,900 | 11,291,900 |
| Water Bond Sinking Fund | 0 | 0 | 6,739,499 | 54,752,228 | 36,749,800 | 98,241,527 |
| Water Construction Fund | 0 | 3,000,000 | 85,903,422 | 27,640,449 | 73,469,005 | 190,012,876 |
| Water Fund | 0 | 162,665,337 | 1,879,449 | 100,563,755 | 77,244,561 | 342,353,102 |
| Total Portland Water Bureau | 0 | 165,665,337 | 95,843,770 | 183,146,932 | 200,349,066 | 645,005,105 |
| Special Appropriations | | | | | | |
| General Fund | 0 | 0 | 12,267,404 | 134,572 | 0 | 12,401,976 |
| Total Special Appropriations | 0 | 0 | 12,267,404 | 134,572 | 0 | 12,401,976 |
| Total Citywide Resources | 580,827,105 | 988,184,940 | 847,791,069 | 823,739,338 | 1,043,044,301 | 4,283,586,753 |

Table 5

Total Resources and Requirements by Fiscal Year

Financial Summaries

This table states the total resources and requirements for each City fund by bureau.

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Bureau of Development Services | | | | | |
| Development Services Fund | 73,143,901 | 93,304,246 | 99,879,389 | 122,044,349 | 122,044,349 |
| Grants Fund | 3,680 | 0 | 0 | 0 | 0 |
| Total Bureau of Development Services | 73,147,581 | 93,304,246 | 99,879,389 | 122,044,349 | 122,044,349 |
| Bureau of Emergency Communications | | | | | |
| Emergency Communication Fund | 23,346,738 | 25,648,759 | 25,436,763 | 24,911,190 | 24,911,190 |
| Grants Fund | (3) | 0 | 0 | 0 | 0 |
| Total Bureau of Emergency Communications | 23,346,735 | 25,648,759 | 25,436,763 | 24,911,190 | 24,911,190 |
| Bureau of Environmental Services | | | | | |
| Environmental Remediation Fund | 7,551,298 | 6,680,362 | 6,323,000 | 5,662,500 | 6,262,500 |
| Grants Fund | 469,423 | (142,167) | 437,093 | 263,000 | 263,000 |
| Sewer System Construction Fund | 119,849,675 | 238,836,052 | 168,450,000 | 259,350,000 | 269,350,000 |
| Sewer System Debt Redemption Fund | 316,996,554 | 329,507,768 | 237,666,728 | 258,650,034 | 253,885,284 |
| Sewer System Operating Fund | 465,175,526 | 484,457,623 | 526,108,061 | 535,655,308 | 540,524,487 |
| Sewer System Rate Stabilization Fund | 26,266,690 | 51,663,657 | 73,975,000 | 71,075,000 | 84,125,000 |
| Total Bureau of Environmental Services | 936,309,166 | 1,111,003,295 | 1,012,959,882 | 1,130,655,842 | 1,154,410,271 |
| Bureau of Fire & Police Disability & Retirement | | | | | |
| Fire & Police Disability & Retirement Fund | 161,639,491 | 163,536,502 | 174,492,259 | 177,234,312 | 177,234,312 |
| Fire & Police Disability & Retirement Res Fund | 750,000 | 750,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Total Bureau of Fire & Police Disability & Retirement | 162,389,491 | 164,286,502 | 175,992,259 | 178,734,312 | 178,734,312 |
| Bureau of Planning & Sustainability | | | | | |
| Community Solar Fund | 18,423 | 39,211 | 27,040 | 12,600 | 12,600 |
| General Fund | 7,822,851 | 8,669,623 | 9,824,508 | 9,406,258 | 9,415,251 |
| Grants Fund | 339,850 | 294,869 | 950,299 | 1,765,732 | 1,765,732 |
| Solid Waste Management Fund | 7,742,750 | 8,004,618 | 8,149,226 | 8,639,637 | 8,639,637 |
| Total Bureau of Planning & Sustainability | 15,923,874 | 17,008,321 | 18,951,073 | 19,824,227 | 19,833,220 |
| City Budget Office | | | | | |
| General Fund | 1,816,713 | 1,915,924 | 2,195,180 | 2,492,487 | 2,493,705 |
| Total City Budget Office | 1,816,713 | 1,915,924 | 2,195,180 | 2,492,487 | 2,493,705 |
| Commissioner of Public Affairs | | | | | |
| Children's Investment Fund | 11,107,559 | 14,835,526 | 17,155,335 | 21,080,629 | 21,080,629 |
| General Fund | 1,574,242 | 1,540,779 | 1,927,381 | 1,954,654 | 1,956,427 |
| Grants Fund | 26,474 | 0 | 0 | 0 | 0 |
| Total Commissioner of Public Affairs | 12,708,275 | 16,376,305 | 19,082,716 | 23,035,283 | 23,037,056 |
| Commissioner of Public Safety | | | | | |
| General Fund | 790,806 | 904,369 | 1,006,463 | 1,074,748 | 1,076,405 |
| Total Commissioner of Public Safety | 790,806 | 904,369 | 1,006,463 | 1,074,748 | 1,076,405 |
| Commissioner of Public Utilities | | | | | |
| General Fund | 914,513 | 891,132 | 1,075,963 | 1,078,225 | 1,080,002 |
| Total Commissioner of Public Utilities | 914,513 | 891,132 | 1,075,963 | 1,078,225 | 1,080,002 |
| Commissioner of Public Works | | | | | |
| General Fund | 877,254 | 905,002 | 1,009,847 | 1,074,477 | 1,076,124 |
| Total Commissioner of Public Works | 877,254 | 905,002 | 1,009,847 | 1,074,477 | 1,076,124 |

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

This table states the total resources and requirements for each City fund by bureau.

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Fund & Debt Management | | | | | |
| 42nd Avenue NPI Debt Service Fund | 39,942 | 105,005 | 22,332 | 94,552 | 94,552 |
| 82nd Ave/Division NPI Debt Service Fund | 0 | 56,412 | 44,360 | 81,247 | 81,247 |
| Airport Way Debt Service Fund | 7,061,248 | 7,412,022 | 7,124,775 | 6,673,804 | 6,673,804 |
| Bonded Debt Interest and Sinking Fund | 19,279,495 | 12,737,642 | 14,684,970 | 14,471,160 | 14,471,160 |
| Central Eastside Ind. District Debt Service Fund | 14,760,498 | 9,512,338 | 10,618,276 | 9,534,069 | 9,534,069 |
| Convention Center Area Debt Service Fund | 12,796,216 | 13,952,794 | 20,502,214 | 21,842,164 | 21,842,164 |
| Cully Blvd. NPI Debt Service Fund | 66,490 | 129,347 | 35,297 | 94,832 | 94,832 |
| Division-Midway NPI Debt Service Fund | 35,212 | 124,339 | 6,674 | 93,985 | 93,985 |
| Education URA Debt Service Fund | 1,028,764 | 1,707,118 | 0 | 0 | 0 |
| Fire & Police Supplemental Retirement Res Fund | 28,294 | 20,138 | 10,850 | 0 | 0 |
| Gateway URA Debt Redemption Fund | 16,642,247 | 4,438,043 | 5,461,914 | 5,035,579 | 5,035,579 |
| General Fund | 92,246,375 | 97,046,449 | 78,114,186 | 68,705,178 | 67,379,179 |
| General Reserve Fund | 61,360,282 | 63,061,808 | 60,097,151 | 59,762,989 | 59,762,989 |
| Governmental Bond Redemption Fund | 1,465,409 | 1,467,095 | 2,438,332 | 3,731,247 | 3,731,247 |
| Grants Fund | 59,178,532 | 54,833,532 | 4,750,000 | 0 | 9,500,000 |
| Interstate Corridor Debt Service Fund | 33,344,086 | 49,007,572 | 31,938,540 | 32,941,619 | 32,941,619 |
| Lents Town Center URA Debt Redemption Fund | 14,875,845 | 16,051,087 | 16,992,294 | 17,715,459 | 17,715,459 |
| North Macadam URA Debt Redemption Fund | 33,219,432 | 19,121,351 | 17,738,900 | 17,890,045 | 17,890,045 |
| Parkrose NPI Debt Service Fund | 0 | 37,667 | 39,033 | 81,783 | 81,783 |
| Pension Debt Redemption Fund | 5,410,310 | 5,864,293 | 5,452,993 | 5,709,346 | 5,709,346 |
| River District URA Debt Redemption Fund | 40,804,447 | 37,180,881 | 35,458,149 | 42,533,381 | 42,533,381 |
| Rosewood NPI Debt Service Fund | 38,877 | 86,139 | 24,584 | 129,067 | 129,067 |
| South Park Blocks Redemption Fund | 15,929,510 | 16,485,555 | 16,090,416 | 16,264,971 | 16,264,971 |
| Special Finance and Resource Fund | 59,613,198 | 56,774,013 | 106,237,184 | 147,001,052 | 147,001,052 |
| Special Projects Debt Service Fund | 6,525,671 | 6,732,190 | 7,230,610 | 9,248,351 | 9,878,351 |
| Waterfront Renewal Bond Sinking Fund | 17,012,267 | 17,749,858 | 15,843,730 | 17,149,504 | 17,149,504 |
| Willamette Industrial URA Debt Service Fund | 1,248,571 | 258,934 | 0 | 0 | 0 |
| Total Fund & Debt Management | 514,011,218 | 491,953,622 | 456,957,764 | 496,785,384 | 505,589,385 |
| Office of Equity & Human Rights | | | | | |
| General Fund | 1,428,905 | 1,616,842 | 1,863,695 | 1,647,186 | 1,672,186 |
| Grants Fund | 0 | 0 | 750 | 0 | 0 |
| Total Office of Equity & Human Rights | 1,428,905 | 1,616,842 | 1,864,445 | 1,647,186 | 1,672,186 |
| Office of Government Relations | | | | | |
| General Fund | 1,168,302 | 1,372,388 | 1,568,650 | 1,628,715 | 1,629,632 |
| Total Office of Government Relations | 1,168,302 | 1,372,388 | 1,568,650 | 1,628,715 | 1,629,632 |
| Office of Management & Finance | | | | | |
| Arts Education & Access Fund | 14,349,896 | 16,994,010 | 18,857,491 | 17,092,990 | 17,092,990 |
| BFRES Facilities GO Bond Construction Fund | 2,396,145 | 2,377,867 | 706,172 | 11,282 | 11,282 |
| CityFleet Operating Fund | 50,216,601 | 53,433,396 | 67,474,584 | 70,211,585 | 70,211,585 |
| Convention and Tourism Fund | 12,935,346 | 14,962,869 | 18,277,424 | 19,350,206 | 19,350,206 |
| EBS Services Fund | 14,832,631 | 14,958,794 | 16,718,932 | 15,015,513 | 15,015,513 |
| Emergency Communication Fund | 58,680 | 0 | 0 | 0 | 0 |

Table 5

Total Resources and Requirements by Fiscal Year

Financial Summaries

This table states the total resources and requirements for each City fund by bureau.

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Facilities Services Operating Fund | 66,960,424 | 65,176,486 | 71,907,121 | 83,768,928 | 83,106,609 |
| General Fund | 40,465,467 | 40,090,607 | 41,339,067 | 39,955,700 | 39,812,528 |
| Grants Fund | 564,996 | (65,192) | 0 | 0 | 0 |
| Health Insurance Operating Fund | 68,462,986 | 73,680,507 | 78,923,599 | 79,369,397 | 79,369,397 |
| Insurance and Claims Operating Fund | 37,496,008 | 34,877,267 | 37,449,193 | 37,744,361 | 37,744,361 |
| Printing & Distribution Services Operating Fund | 6,493,576 | 6,688,604 | 7,616,670 | 7,557,402 | 7,557,402 |
| Property Management License Fund | 4,984,971 | 5,169,505 | 5,223,865 | 5,485,725 | 5,485,725 |
| Public Safety GO Bond Fund | 44,184,555 | 41,282,051 | 16,269,341 | 7,932,441 | 7,932,441 |
| Spectator Venues & Visitor Activities Fund | 37,846,483 | 22,613,638 | 18,331,730 | 16,512,122 | 16,512,122 |
| Technology Services Fund | 76,943,937 | 73,721,141 | 72,889,854 | 66,298,886 | 67,594,285 |
| Workers' Comp. Self Insurance Operating Fund | 20,471,505 | 20,396,585 | 19,525,050 | 18,372,387 | 18,372,387 |
| Total Office of Management & Finance | 499,664,207 | 486,358,135 | 491,510,093 | 484,678,925 | 485,168,833 |
| Office of Neighborhood Involvement | | | | | |
| General Fund | 7,115,750 | 7,809,727 | 9,785,305 | 10,166,878 | 10,253,063 |
| Grants Fund | 0 | 0 | 50,000 | 0 | 0 |
| Total Office of Neighborhood Involvement | 7,115,750 | 7,809,727 | 9,835,305 | 10,166,878 | 10,253,063 |
| Office of the City Attorney | | | | | |
| General Fund | 9,599,607 | 10,852,497 | 11,386,767 | 12,320,655 | 12,328,400 |
| Total Office of the City Attorney | 9,599,607 | 10,852,497 | 11,386,767 | 12,320,655 | 12,328,400 |
| Office of the City Auditor | | | | | |
| Assessment Collection Fund | 80,590 | 79,610 | 78,978 | 79,539 | 79,539 |
| Bancroft Bond Interest and Sinking Fund | 23,550,469 | 21,276,420 | 20,767,201 | 20,745,242 | 20,745,242 |
| General Fund | 8,666,695 | 8,684,192 | 9,218,332 | 9,671,456 | 9,807,870 |
| Local Improvement District Fund | 24,841,539 | 7,875,302 | 9,952,444 | 14,926,498 | 14,926,498 |
| Total Office of the City Auditor | 57,139,293 | 37,915,524 | 40,016,955 | 45,422,735 | 45,559,149 |
| Office of the Mayor | | | | | |
| General Fund | 2,388,335 | 2,516,874 | 3,766,134 | 3,293,237 | 3,136,687 |
| Grants Fund | 35,392 | 7,416 | 0 | 0 | 0 |
| Total Office of the Mayor | 2,423,727 | 2,524,290 | 3,766,134 | 3,293,237 | 3,136,687 |
| Portland Bureau of Emergency Management | | | | | |
| General Fund | 1,732,896 | 3,269,322 | 2,387,213 | 2,685,766 | 2,747,766 |
| Grants Fund | (1,222,337) | (3,704,922) | 5,795,459 | 2,026,952 | 2,026,952 |
| Total Portland Bureau of Emergency Management | 510,559 | (435,600) | 8,182,672 | 4,712,718 | 4,774,718 |
| Portland Bureau of Transportation | | | | | |
| Gas Tax Bond Redemption Fund | 5,550,126 | 4,157,926 | 4,154,112 | 3,639,777 | 3,639,777 |
| Grants Fund | (23,161,845) | (24,058,832) | 19,270,183 | 29,905,803 | 29,905,803 |
| Parking Facilities Fund | 19,736,831 | 20,710,065 | 24,134,660 | 25,979,560 | 25,979,560 |
| Transportation Operating Fund | 268,023,621 | 264,210,154 | 279,111,444 | 298,605,889 | 310,642,351 |
| Transportation Reserve Fund | 3,030,541 | 4,248,460 | 5,150,541 | 5,873,460 | 5,873,460 |
| Total Portland Bureau of Transportation | 273,179,274 | 269,267,773 | 331,820,940 | 364,004,489 | 376,040,951 |
| Portland Development Commission | | | | | |
| General Fund | 4,507,920 | 5,297,524 | 7,055,850 | 6,002,429 | 5,818,465 |
| Grants Fund | 352,271 | 449,092 | 48,221 | 0 | 0 |
| Total Portland Development Commission | 4,860,191 | 5,746,616 | 7,104,071 | 6,002,429 | 5,818,465 |

Total Resources and Requirements by Fiscal Year

Table 5

Financial Summaries

This table states the total resources and requirements for each City fund by bureau.

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Portland Fire & Rescue | | | | | |
| BFRES Facilities GO Bond Construction Fund | 0 | 0 | 250,000 | 698,597 | 698,597 |
| General Fund | 95,211,943 | 102,714,902 | 112,738,315 | 113,252,533 | 113,252,533 |
| Grants Fund | 753,318 | 1,809,345 | 1,727,008 | 0 | 0 |
| Public Safety GO Bond Fund | 2,623,952 | 1,495,965 | 13,666,392 | 1,698,249 | 1,698,249 |
| Total Portland Fire & Rescue | 98,589,213 | 106,020,212 | 128,381,715 | 115,649,379 | 115,649,379 |
| Portland Housing Bureau | | | | | |
| Community Development Block Grant Fund | 8,341,754 | 14,387,913 | 10,986,156 | 13,318,814 | 11,640,779 |
| General Fund | 11,065,838 | 13,415,915 | 19,759,656 | 28,726,108 | 26,446,507 |
| Grants Fund | 3,909,852 | 3,121,004 | 3,878,556 | 3,723,210 | 4,199,936 |
| Headwaters Apartment Complex Fund | 1,594,921 | 1,896,675 | 1,055,914 | 1,861,805 | 1,861,805 |
| HOME Grant Fund | 3,390,113 | 3,383,919 | 6,300,635 | 6,343,921 | 4,362,982 |
| Housing Investment Fund | 3,261,178 | 4,620,826 | 5,307,039 | 20,345,041 | 19,578,983 |
| Tax Increment Financing Reimbursement Fund | 19,375,202 | 40,186,115 | 23,102,646 | 67,127,631 | 85,219,321 |
| Total Portland Housing Bureau | 50,938,858 | 81,012,367 | 70,390,602 | 141,446,530 | 153,310,313 |
| Portland Parks & Recreation | | | | | |
| General Fund | 62,925,303 | 69,099,478 | 77,399,026 | 83,013,437 | 83,250,765 |
| Golf Fund | 9,495,495 | 10,746,793 | 10,092,208 | 10,186,581 | 10,186,581 |
| Golf Revenue Bond Redemption Fund | 3,070 | 0 | 0 | 0 | 0 |
| Grants Fund | 1,338,532 | 191,107 | 2,475,825 | 2,147,657 | 2,147,657 |
| Parks Capital Improvement Program Fund | 57,488,807 | 63,013,591 | 90,000,378 | 65,728,394 | 65,728,394 |
| Parks Endowment Fund | 183,054 | 181,975 | 181,005 | 182,702 | 182,702 |
| Parks Local Option Levy Fund | 2,255,764 | 1,187,894 | 647,210 | 675,016 | 675,016 |
| Portland International Raceway Fund | 2,024,469 | 2,012,615 | 1,940,739 | 2,193,424 | 2,193,424 |
| Portland Parks Memorial Fund | 5,123,727 | 7,633,164 | 9,227,578 | 11,061,759 | 11,061,759 |
| Total Portland Parks & Recreation | 140,838,221 | 154,066,617 | 191,963,969 | 175,188,970 | 175,426,298 |
| Portland Police Bureau | | | | | |
| General Fund | 167,208,258 | 179,008,978 | 190,873,234 | 199,651,120 | 194,965,191 |
| Grants Fund | (29,190) | (284,544) | 2,862,863 | 1,133,557 | 1,133,557 |
| Police Special Revenue Fund | 2,256,060 | 3,785,939 | 3,369,526 | 5,026,831 | 5,026,831 |
| Total Portland Police Bureau | 169,435,128 | 182,510,373 | 197,105,623 | 205,811,508 | 201,125,579 |
| Portland Water Bureau | | | | | |
| Grants Fund | (148,734) | (567,332) | 99,900 | 0 | 0 |
| Hydroelectric Power Bond Redemption Fund | 7,227,902 | 7,023,025 | 4,506,500 | 1,800,600 | 1,800,600 |
| Hydroelectric Power Operating Fund | 1,352,502 | 1,360,379 | 1,685,200 | 1,305,100 | 1,305,100 |
| Hydroelectric Power Renewal Replacement Fund | 10,524,252 | 10,704,399 | 10,931,200 | 11,291,900 | 11,291,900 |
| Water Bond Sinking Fund | 77,175,760 | 87,068,705 | 87,717,390 | 98,241,527 | 98,241,527 |
| Water Construction Fund | 195,681,907 | 186,604,742 | 133,356,326 | 190,012,876 | 190,012,876 |
| Water Fund | 353,960,013 | 324,979,646 | 320,053,189 | 342,363,102 | 342,353,102 |
| Total Portland Water Bureau | 645,773,602 | 617,173,564 | 558,349,705 | 645,015,105 | 645,005,105 |
| Special Appropriations | | | | | |
| General Fund | 8,882,738 | 8,878,325 | 11,364,050 | 12,910,976 | 12,401,976 |
| Total Special Appropriations | 8,882,738 | 8,878,325 | 11,364,050 | 12,910,976 | 12,401,976 |
| Total Citywide | 3,713,783,201 | 3,896,887,127 | 3,879,158,995 | 4,231,610,959 | 4,283,586,753 |

Table 6

Tax Levy Computation

Financial Summaries

This table shows the calculation of the City's property tax levies in the format prescribed by state law.

| | Total | General Fund | Bonded Debt | Fire & Police Disability & Retirement | Parks Local Option Levy | Children's Local Option Levy |
|--|--------------------|--------------------|-------------------|---|----------------------------|---------------------------------|
| Fiscal Year 2016-17 | | | | | | |
| Total Budget Requirements | 815,461,779 | 602,000,662 | 14,471,160 | 177,234,312 | 675,016 | 21,080,629 |
| Less: Budgeted Resources, Except Taxes to Be Levied | (430,335,096) | (373,618,662) | (310,000) | (51,612,494) | (675,016) | (4,118,924) |
| Equals: Taxes Necessary To Balance | 385,126,683 | 228,382,000 | 14,161,160 | 125,621,818 | 0 | 16,961,705 |
| Add: Taxes Estimated Not to Be Received due to Delinquency & Discount | 19,418,152 | 11,515,059 | 714,008 | 6,333,873 | 0 | 855,212 |
| Equals: Estimated (Measure 50) Levy Receivable | 404,544,835 | 239,897,059 | 14,875,168 | 131,955,691 | 0 | 17,816,917 |
| Add: Estimated Measure 50 Levy Compression | 26,499,998 | 12,626,161 | 0 | 6,945,036 | 0 | 6,928,801 |
| Taxes to Be Levied | 431,044,833 | 252,523,220 | 14,875,168 | 138,900,728 | 0 | 24,745,717 |
| Legal Basis of Taxes to Be Levied | | | | | | |
| Fixed Tax Rate Levy-Subject to \$10 Limit | 277,268,937 | 252,523,220 | 0 | 0 | 0 | 24,745,717 |
| Levy for Pension & Disability Obligations | 138,900,728 | 0 | 0 | 138,900,728 | 0 | 0 |
| Levy for Bonded Indebtedness | 14,875,168 | 0 | 14,875,168 | 0 | 0 | 0 |
| Taxes To Be Levied | 431,044,833 | 252,523,220 | 14,875,168 | 138,900,728 | 0 | 24,745,717 |
| Fiscal Year 2015-16 | | | | | | |
| Total Budget Requirements | 788,397,826 | 582,402,870 | 14,684,970 | 173,507,441 | 647,210 | 17,155,335 |
| Less: Budgeted Resources, Except Taxes to Be Levied | (426,334,612) | (367,412,895) | (120,000) | (54,748,439) | (647,210) | (3,406,068) |
| Equals: Taxes Necessary to Balance | 362,063,214 | 214,989,975 | 14,564,970 | 118,759,002 | 0 | 13,749,267 |
| Add: Taxes Estimated Not to Be Received due to Delinquency & Discount | 18,103,161 | 10,749,499 | 728,249 | 5,937,950 | 0 | 687,463 |
| Equals: Estimated (Measure 50) Levy Receivable | 380,166,375 | 225,739,474 | 15,293,219 | 124,696,952 | 0 | 14,436,730 |
| Add: Estimated Measure 5 Levy Compression | 34,798,364 | 16,470,262 | 0 | 9,098,061 | 0 | 9,230,041 |
| Taxes to Be Levied | 414,964,738 | 242,209,736 | 15,293,219 | 133,795,013 | 0 | 23,666,771 |
| Legal Basis of Taxes to Be Levied | | | | | | |
| Fixed Tax Rate Levy-Subject to \$10 Limit | 265,876,507 | 242,209,736 | 0 | 0 | 0 | 23,666,771 |
| Levy for Pension & Disability Obligations | 133,795,013 | 0 | 0 | 133,795,013 | 0 | 0 |
| Levy for Bonded Indebtedness | 15,293,219 | 0 | 15,293,219 | 0 | 0 | 0 |
| Taxes to Be Levied | 414,964,738 | 242,209,736 | 15,293,219 | 133,795,013 | 0 | 23,666,771 |

Urban Renewal Certification

Table 7

Financial Summaries

This table shows the amount of tax increment collections planned for the City's urban renewal districts.

| | | | | |
|--|------------------------|--|-----------------------------|---------------------------|
| Part 1: Option One Plans (Reduced Rate) | | | | |
| Plan Area Name | Increment Value to Use | | 100% from Division of Tax | Special Levy Amount |
| Not Applicable | | | | |
| Part 2: Option Three Plans (Standard Rate). | | | | |
| Plan Area Name | Increment Value to Use | | Amount from Division of Tax | Special Levy Amount |
| Airport Way | | | \$2,540,000 | \$2,100,000 |
| Oregon Convention Center | | | \$5,740,000 | \$9,550,000 |
| Downtown Waterfront | | | \$7,710,000 | \$1,750,000 |
| South Park Blocks | | | \$5,660,000 | \$1,600,000 |
| Part 3: Other Standard Rate Plans | | | | |
| Plan Area Name | Increment Value to Use | | 100% from Division of Tax | Estimated Division of Tax |
| Lents Town Center | | | Yes | \$15,418,747 |
| Gateway Regional Center | | | Yes | \$5,403,669 |
| River District | \$2,034,124,109 | | | \$42,372,611 |
| North Macadam | | | Yes | \$14,601,905 |
| Interstate Corridor | | | Yes | \$27,077,634 |
| Part 4: Other Reduced Rate Plans | | | | |
| Plan Area Name | Increment Value to Use | | 100% from Division of Tax | Estimated Division of Tax |
| Central Eastside Industrial District | \$434,403,878 | | | \$8,065,153 |
| 42nd Avenue | \$6,779,639 | | | \$125,871 |
| 82nd & Division | \$5,959,886 | | | \$110,651 |
| Cully Boulevard | \$6,796,865 | | | \$126,191 |
| Division-Midway | \$6,292,173 | | | \$125,221 |
| Parkrose | \$5,889,740 | | | \$111,264 |
| Rosewood | \$8,493,867 | | | \$165,353 |
| Notice to Assessor of Permanent Increase in Frozen Value. | | | | |
| Plan Area Name | | | New frozen value \$ | |
| Plan Area Name | | | New frozen value \$ | |

Table 8**Summary of Authorized Positions****Financial Summaries**

This table summarizes the number of regular permanent or limited term full-time and part-time positions authorized in each bureau. Temporary part-time positions are not included.

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Adopted FY 2016-17 | Change |
|---|------------------------------|------------------------------|-------------------------------|-------------------------------|---------------|
| Bureau of Development Services | 242.93 | 296.58 | 342.94 | 360.10 | 17.16 |
| Bureau of Emergency Communications | 138.00 | 141.00 | 155.00 | 142.00 | (13.00) |
| Bureau of Environmental Services | 521.08 | 523.60 | 541.55 | 553.88 | 12.33 |
| Bureau of Fire & Police Disability & Retirement | 16.20 | 16.80 | 16.50 | 17.00 | 0.50 |
| Bureau of Planning & Sustainability | 99.51 | 97.52 | 99.12 | 93.35 | (5.77) |
| City Budget Office | 12.58 | 13.00 | 15.00 | 15.00 | 0.00 |
| Commissioner of Public Affairs | 14.21 | 14.48 | 14.87 | 14.87 | 0.00 |
| Commissioner of Public Safety | 7.00 | 8.00 | 8.00 | 8.00 | 0.00 |
| Commissioner of Public Utilities | 7.00 | 7.00 | 8.00 | 7.58 | (0.42) |
| Commissioner of Public Works | 8.50 | 8.90 | 8.90 | 8.90 | 0.00 |
| Office of Equity & Human Rights | 9.00 | 10.00 | 11.00 | 10.00 | (1.00) |
| Office of Government Relations | 7.00 | 9.40 | 8.00 | 9.00 | 1.00 |
| Office of Management & Finance | 635.92 | 629.53 | 645.90 | 647.43 | 1.53 |
| Office of Neighborhood Involvement | 39.92 | 40.42 | 50.53 | 54.45 | 3.92 |
| Office of the City Attorney | 59.35 | 62.05 | 64.30 | 66.30 | 2.00 |
| Office of the City Auditor | 49.62 | 50.12 | 51.38 | 52.40 | 1.02 |
| Office of the Mayor | 16.00 | 17.00 | 17.00 | 17.00 | 0.00 |
| Portland Bureau of Emergency Management | 17.58 | 17.50 | 20.00 | 19.33 | (0.67) |
| Portland Bureau of Transportation | 734.18 | 760.30 | 794.37 | 821.37 | 27.00 |
| Portland Fire & Rescue | 716.07 | 716.90 | 720.80 | 716.00 | (4.80) |
| Portland Housing Bureau | 56.17 | 56.92 | 56.92 | 53.92 | (3.00) |
| Portland Parks & Recreation | 433.10 | 457.34 | 580.12 | 598.07 | 17.95 |
| Portland Police Bureau | 1,170.92 | 1,185.00 | 1,203.42 | 1,226.00 | 22.58 |
| Portland Water Bureau | 579.40 | 567.35 | 569.90 | 577.55 | 7.65 |
| Special Appropriations | 2.00 | 2.00 | 2.00 | 4.00 | 2.00 |
| Total Full-Time Equivalents | 5,593.24 | 5,708.70 | 6,005.52 | 6,093.50 | 87.99 |

General Fund Resources and Requirements

Table 9

Financial Summaries

This table summarizes the type of revenues into the General Fund, as well as the bureau expense budgets, with a comparison between fiscal years.

| | Discretionary Budget | | Total Budget | |
|---|-----------------------|-----------------------|-----------------------|-----------------------|
| | Revised FY 2015-16 | Adopted FY 2016-17 | Revised FY 2015-16 | Adopted FY 2016-17 |
| Resources | | | | |
| Property Taxes | 220,654,157 | 232,768,000 | 220,654,157 | 232,768,000 |
| Lodging Taxes | 28,133,248 | 30,600,000 | 28,133,248 | 30,600,000 |
| Business Licenses | 100,485,000 | 108,063,578 | 100,485,000 | 108,063,578 |
| Utility License Fees | 83,516,854 | 83,536,795 | 83,516,854 | 83,536,795 |
| Interagency Revenue | 0 | 0 | 27,848,175 | 29,224,456 |
| Overhead Recovery | 0 | 0 | 24,212,401 | 28,065,779 |
| Service Charges, Permits & Fees | 0 | 0 | 28,054,654 | 28,616,140 |
| Other Intergovernmental Revenues | 2,738,728 | 1,240,900 | 16,176,499 | 12,017,996 |
| State Shared Cigarette & Liquor | 16,115,255 | 16,008,397 | 16,115,255 | 16,008,397 |
| Interest Income | 0 | 0 | 1,047,588 | 1,321,329 |
| Cash Transfers | 1,064,081 | 2,214,433 | 1,064,081 | 2,506,179 |
| Miscellaneous Revenues | 0 | 0 | 2,100,320 | 2,232,219 |
| Beginning Fund Balance | 46,218,861 | 27,004,794 | 46,250,590 | 27,039,794 |
| General Fund Resources | 498,926,184 | 501,436,897 | 595,658,822 | 602,000,662 |
| Requirements | | | | |
| Bureau of Planning & Sustainability | 8,388,326 | 7,754,521 | 9,824,508 | 9,415,251 |
| City Budget Office | 937,570 | 1,044,452 | 2,195,180 | 2,493,705 |
| Commissioner of Public Affairs | 1,332,371 | 1,321,324 | 1,927,381 | 1,956,427 |
| Commissioner of Public Safety | 467,553 | 490,208 | 1,006,463 | 1,076,405 |
| Commissioner of Public Utilities | 537,151 | 491,846 | 1,075,963 | 1,080,002 |
| Commissioner of Public Works | 470,189 | 490,080 | 1,009,847 | 1,076,124 |
| Office of Equity & Human Rights | 1,282,304 | 1,091,319 | 1,863,695 | 1,672,186 |
| Office of Government Relations | 651,111 | 640,888 | 1,568,650 | 1,629,632 |
| Office of Management & Finance | 17,395,855 | 15,294,206 | 40,917,027 | 39,812,528 |
| Office of Neighborhood Involvement | 8,442,910 | 8,483,902 | 9,785,305 | 10,253,063 |
| Office of the City Attorney | 2,508,328 | 3,037,182 | 11,386,767 | 12,328,400 |
| Office of the City Auditor | 4,091,431 | 4,334,984 | 9,218,332 | 9,807,870 |
| Office of the Mayor | 2,550,003 | 1,590,725 | 3,666,134 | 3,136,687 |
| Portland Bureau of Emergency Management | 936,492 | 1,291,900 | 2,387,213 | 2,747,766 |
| Portland Development Commission | 7,055,850 | 5,818,465 | 7,055,850 | 5,818,465 |
| Portland Fire & Rescue | 102,055,698 | 103,103,985 | 112,738,315 | 113,252,533 |
| Portland Housing Bureau | 19,399,479 | 26,345,543 | 19,759,656 | 26,446,507 |
| Portland Parks & Recreation | 56,819,375 | 61,557,774 | 77,399,026 | 83,250,765 |
| Portland Police Bureau | 171,828,990 | 177,570,783 | 190,388,081 | 194,965,191 |
| Special Appropriations | 10,954,735 | 12,031,231 | 10,633,177 | 12,401,976 |
| Bureau Expenditures | 418,105,721 | 433,785,318 | 515,806,570 | 534,621,483 |
| Total Bureau Expenses | 418,105,721 | 433,785,318 | 515,806,570 | 534,621,483 |
| Contingency | 8,100,227 | 5,646,986 | 8,100,227 | 5,646,986 |
| Overhead Recovery True-Up | 2,771,779 | 272,400 | 65,502 | 0 |
| Debt Service | 8,555,736 | 9,188,082 | 8,555,736 | 9,188,082 |
| Transfers to Other Funds | 61,392,721 | 52,544,111 | 63,130,787 | 52,544,111 |
| General Fund Requirements | 498,926,184 | 501,436,897 | 595,658,822 | 602,000,662 |

Table 10

Operating and Capital Budget

Financial Summaries

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

| | Revised FY 2015-16 | | | Adopted FY 2016-17 | | |
|--|--------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Operating Budget | Capital Improvements | Total Expenditures | Operating Budget | Capital Improvements | Total Expenditures |
| Bureau of Development Services | | | | | | |
| Development Services Fund | 94,156,045 | 5,723,344 | 99,879,389 | 119,023,246 | 3,021,103 | 122,044,349 |
| Total Bureau of Development Services | 94,156,045 | 5,723,344 | 99,879,389 | 119,023,246 | 3,021,103 | 122,044,349 |
| Bureau of Emergency Communications | | | | | | |
| Emergency Communication Fund | 24,036,763 | 1,400,000 | 25,436,763 | 24,911,190 | 0 | 24,911,190 |
| Total Bureau of Emergency Communications | 24,036,763 | 1,400,000 | 25,436,763 | 24,911,190 | 0 | 24,911,190 |
| Bureau of Environmental Services | | | | | | |
| Environmental Remediation Fund | 6,323,000 | 0 | 6,323,000 | 6,262,500 | 0 | 6,262,500 |
| Grants Fund | 118,493 | 318,600 | 437,093 | 8,000 | 255,000 | 263,000 |
| Sewer System Construction Fund | 168,450,000 | 0 | 168,450,000 | 269,350,000 | 0 | 269,350,000 |
| Sewer System Debt Redemption Fund | 237,666,728 | 0 | 237,666,728 | 253,885,284 | 0 | 253,885,284 |
| Sewer System Operating Fund | 421,693,061 | 104,415,000 | 526,108,061 | 431,636,487 | 108,888,000 | 540,524,487 |
| Sewer System Rate Stabilization Fund | 73,975,000 | 0 | 73,975,000 | 84,125,000 | 0 | 84,125,000 |
| Total Bureau of Environmental Services | 908,226,282 | 104,733,600 | 1,012,959,882 | 1,045,267,271 | 109,143,000 | 1,154,410,271 |
| Bureau of Fire & Police Disability & Retirement | | | | | | |
| Fire & Police Disability & Retirement Fund | 174,411,939 | 80,320 | 174,492,259 | 177,188,312 | 46,000 | 177,234,312 |
| Fire & Police Disability & Retirement Res Fund | 1,500,000 | 0 | 1,500,000 | 1,500,000 | 0 | 1,500,000 |
| Total Bureau of Fire & Police Disability & Retirement | 175,911,939 | 80,320 | 175,992,259 | 178,688,312 | 46,000 | 178,734,312 |
| Bureau of Planning & Sustainability | | | | | | |
| Community Solar Fund | 27,040 | 0 | 27,040 | 12,600 | 0 | 12,600 |
| General Fund | 9,824,508 | 0 | 9,824,508 | 9,415,251 | 0 | 9,415,251 |
| Grants Fund | 950,299 | 0 | 950,299 | 1,765,732 | 0 | 1,765,732 |
| Solid Waste Management Fund | 8,149,226 | 0 | 8,149,226 | 8,639,637 | 0 | 8,639,637 |
| Total Bureau of Planning & Sustainability | 18,951,073 | 0 | 18,951,073 | 19,833,220 | 0 | 19,833,220 |
| City Budget Office | | | | | | |
| General Fund | 2,195,180 | 0 | 2,195,180 | 2,493,705 | 0 | 2,493,705 |
| Total City Budget Office | 2,195,180 | 0 | 2,195,180 | 2,493,705 | 0 | 2,493,705 |
| Commissioner of Public Affairs | | | | | | |
| Children's Investment Fund | 17,155,335 | 0 | 17,155,335 | 21,080,629 | 0 | 21,080,629 |
| General Fund | 1,927,381 | 0 | 1,927,381 | 1,956,427 | 0 | 1,956,427 |
| Total Commissioner of Public Affairs | 19,082,716 | 0 | 19,082,716 | 23,037,056 | 0 | 23,037,056 |
| Commissioner of Public Safety | | | | | | |
| General Fund | 1,006,463 | 0 | 1,006,463 | 1,076,405 | 0 | 1,076,405 |
| Total Commissioner of Public Safety | 1,006,463 | 0 | 1,006,463 | 1,076,405 | 0 | 1,076,405 |
| Commissioner of Public Utilities | | | | | | |
| General Fund | 1,075,963 | 0 | 1,075,963 | 1,080,002 | 0 | 1,080,002 |
| Total Commissioner of Public Utilities | 1,075,963 | 0 | 1,075,963 | 1,080,002 | 0 | 1,080,002 |
| Commissioner of Public Works | | | | | | |
| General Fund | 1,009,847 | 0 | 1,009,847 | 1,076,124 | 0 | 1,076,124 |
| Total Commissioner of Public Works | 1,009,847 | 0 | 1,009,847 | 1,076,124 | 0 | 1,076,124 |
| Fund & Debt Management | | | | | | |
| 42nd Avenue NPI Debt Service Fund | 22,332 | 0 | 22,332 | 94,552 | 0 | 94,552 |

Operating and Capital Budget

Table 10

Financial Summaries

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

| | Revised FY 2015-16 | | | Adopted FY 2016-17 | | |
|--|--------------------|----------------------|--------------------|--------------------|----------------------|--------------------|
| | Operating Budget | Capital Improvements | Total Expenditures | Operating Budget | Capital Improvements | Total Expenditures |
| 82nd Ave/Division NPI Debt Service Fund | 44,360 | 0 | 44,360 | 81,247 | 0 | 81,247 |
| Airport Way Debt Service Fund | 7,124,775 | 0 | 7,124,775 | 6,673,804 | 0 | 6,673,804 |
| Bonded Debt Interest and Sinking Fund | 14,684,970 | 0 | 14,684,970 | 14,471,160 | 0 | 14,471,160 |
| Central Eastside Ind. District Debt Service Fund | 10,618,276 | 0 | 10,618,276 | 9,534,069 | 0 | 9,534,069 |
| Convention Center Area Debt Service Fund | 20,502,214 | 0 | 20,502,214 | 21,842,164 | 0 | 21,842,164 |
| Cully Blvd. NPI Debt Service Fund | 35,297 | 0 | 35,297 | 94,832 | 0 | 94,832 |
| Division-Midway NPI Debt Service Fund | 6,674 | 0 | 6,674 | 93,985 | 0 | 93,985 |
| Fire & Police Supplemental Retirement Res Fund | 10,850 | 0 | 10,850 | 0 | 0 | 0 |
| Gateway URA Debt Redemption Fund | 5,461,914 | 0 | 5,461,914 | 5,035,579 | 0 | 5,035,579 |
| General Fund | 78,114,186 | 0 | 78,114,186 | 67,379,179 | 0 | 67,379,179 |
| General Reserve Fund | 60,097,151 | 0 | 60,097,151 | 59,762,989 | 0 | 59,762,989 |
| Governmental Bond Redemption Fund | 2,438,332 | 0 | 2,438,332 | 3,731,247 | 0 | 3,731,247 |
| Grants Fund | 4,750,000 | 0 | 4,750,000 | 9,500,000 | 0 | 9,500,000 |
| Interstate Corridor Debt Service Fund | 31,938,540 | 0 | 31,938,540 | 32,941,619 | 0 | 32,941,619 |
| Lents Town Center URA Debt Redemption Fund | 16,992,294 | 0 | 16,992,294 | 17,715,459 | 0 | 17,715,459 |
| North Macadam URA Debt Redemption Fund | 17,738,900 | 0 | 17,738,900 | 17,890,045 | 0 | 17,890,045 |
| Parkrose NPI Debt Service Fund | 39,033 | 0 | 39,033 | 81,783 | 0 | 81,783 |
| Pension Debt Redemption Fund | 5,452,993 | 0 | 5,452,993 | 5,709,346 | 0 | 5,709,346 |
| River District URA Debt Redemption Fund | 35,458,149 | 0 | 35,458,149 | 42,533,381 | 0 | 42,533,381 |
| Rosewood NPI Debt Service Fund | 24,584 | 0 | 24,584 | 129,067 | 0 | 129,067 |
| South Park Blocks Redemption Fund | 16,090,416 | 0 | 16,090,416 | 16,264,971 | 0 | 16,264,971 |
| Special Finance and Resource Fund | 106,237,184 | 0 | 106,237,184 | 147,001,052 | 0 | 147,001,052 |
| Special Projects Debt Service Fund | 7,230,610 | 0 | 7,230,610 | 9,878,351 | 0 | 9,878,351 |
| Waterfront Renewal Bond Sinking Fund | 15,843,730 | 0 | 15,843,730 | 17,149,504 | 0 | 17,149,504 |
| Total Fund & Debt Management | 456,957,764 | 0 | 456,957,764 | 505,589,385 | 0 | 505,589,385 |
| Office of Equity & Human Rights | | | | | | |
| General Fund | 1,863,695 | 0 | 1,863,695 | 1,672,186 | 0 | 1,672,186 |
| Grants Fund | 750 | 0 | 750 | 0 | 0 | 0 |
| Total Office of Equity & Human Rights | 1,864,445 | 0 | 1,864,445 | 1,672,186 | 0 | 1,672,186 |
| Office of Government Relations | | | | | | |
| General Fund | 1,568,650 | 0 | 1,568,650 | 1,629,632 | 0 | 1,629,632 |
| Total Office of Government Relations | 1,568,650 | 0 | 1,568,650 | 1,629,632 | 0 | 1,629,632 |
| Office of Management & Finance | | | | | | |
| Arts Education & Access Fund | 18,857,491 | 0 | 18,857,491 | 17,092,990 | 0 | 17,092,990 |
| BFRES Facilities GO Bond Construction Fund | 706,172 | 0 | 706,172 | 11,282 | 0 | 11,282 |
| CityFleet Operating Fund | 53,172,179 | 14,302,405 | 67,474,584 | 58,034,210 | 12,177,375 | 70,211,585 |
| Convention and Tourism Fund | 18,277,424 | 0 | 18,277,424 | 19,350,206 | 0 | 19,350,206 |
| EBS Services Fund | 16,015,447 | 703,485 | 16,718,932 | 13,415,513 | 1,600,000 | 15,015,513 |
| Facilities Services Operating Fund | 68,217,205 | 3,689,916 | 71,907,121 | 65,458,745 | 17,647,864 | 83,106,609 |
| General Fund | 40,711,884 | 627,183 | 41,339,067 | 39,812,528 | 0 | 39,812,528 |
| Health Insurance Operating Fund | 78,923,599 | 0 | 78,923,599 | 79,369,397 | 0 | 79,369,397 |

Table 10

Operating and Capital Budget

Financial Summaries

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

| | Revised FY 2015-16 | | | Adopted FY 2016-17 | | |
|--|--------------------|----------------------|--------------------|--------------------|----------------------|--------------------|
| | Operating Budget | Capital Improvements | Total Expenditures | Operating Budget | Capital Improvements | Total Expenditures |
| Insurance and Claims Operating Fund | 37,449,193 | 0 | 37,449,193 | 37,744,361 | 0 | 37,744,361 |
| Printing & Distribution Services Operating Fund | 7,616,670 | 0 | 7,616,670 | 7,557,402 | 0 | 7,557,402 |
| Property Management License Fund | 5,223,865 | 0 | 5,223,865 | 5,485,725 | 0 | 5,485,725 |
| Public Safety GO Bond Fund | 1,962,585 | 14,306,756 | 16,269,341 | 5,459,709 | 2,472,732 | 7,932,441 |
| Spectator Venues & Visitor Activities Fund | 18,331,730 | 0 | 18,331,730 | 14,012,122 | 2,500,000 | 16,512,122 |
| Technology Services Fund | 66,487,488 | 6,402,366 | 72,889,854 | 60,303,443 | 7,290,842 | 67,594,285 |
| Workers' Comp. Self Insurance Operating Fund | 19,525,050 | 0 | 19,525,050 | 18,372,387 | 0 | 18,372,387 |
| Total Office of Management & Finance | 451,477,982 | 40,032,111 | 491,510,093 | 441,480,020 | 43,688,813 | 485,168,833 |
| Office of Neighborhood Involvement | | | | | | |
| General Fund | 9,785,305 | 0 | 9,785,305 | 10,253,063 | 0 | 10,253,063 |
| Grants Fund | 50,000 | 0 | 50,000 | 0 | 0 | 0 |
| Total Office of Neighborhood Involvement | 9,835,305 | 0 | 9,835,305 | 10,253,063 | 0 | 10,253,063 |
| Office of the City Attorney | | | | | | |
| General Fund | 11,386,767 | 0 | 11,386,767 | 12,328,400 | 0 | 12,328,400 |
| Total Office of the City Attorney | 11,386,767 | 0 | 11,386,767 | 12,328,400 | 0 | 12,328,400 |
| Office of the City Auditor | | | | | | |
| Assessment Collection Fund | 78,978 | 0 | 78,978 | 79,539 | 0 | 79,539 |
| Bancroft Bond Interest and Sinking Fund | 20,767,201 | 0 | 20,767,201 | 20,745,242 | 0 | 20,745,242 |
| General Fund | 9,218,332 | 0 | 9,218,332 | 9,807,870 | 0 | 9,807,870 |
| Local Improvement District Fund | 9,952,444 | 0 | 9,952,444 | 14,926,498 | 0 | 14,926,498 |
| Total Office of the City Auditor | 40,016,955 | 0 | 40,016,955 | 45,559,149 | 0 | 45,559,149 |
| Office of the Mayor | | | | | | |
| General Fund | 3,766,134 | 0 | 3,766,134 | 3,136,687 | 0 | 3,136,687 |
| Total Office of the Mayor | 3,766,134 | 0 | 3,766,134 | 3,136,687 | 0 | 3,136,687 |
| Portland Bureau of Emergency Management | | | | | | |
| General Fund | 2,387,213 | 0 | 2,387,213 | 2,747,766 | 0 | 2,747,766 |
| Grants Fund | 5,795,459 | 0 | 5,795,459 | 2,026,952 | 0 | 2,026,952 |
| Total Portland Bureau of Emergency Management | 8,182,672 | 0 | 8,182,672 | 4,774,718 | 0 | 4,774,718 |
| Portland Bureau of Transportation | | | | | | |
| Gas Tax Bond Redemption Fund | 4,154,112 | 0 | 4,154,112 | 3,639,777 | 0 | 3,639,777 |
| Grants Fund | 737,409 | 18,532,774 | 19,270,183 | 290,292 | 29,615,511 | 29,905,803 |
| Parking Facilities Fund | 24,134,660 | 0 | 24,134,660 | 21,783,429 | 4,196,131 | 25,979,560 |
| Transportation Operating Fund | 235,047,268 | 44,064,176 | 279,111,444 | 253,311,144 | 57,331,207 | 310,642,351 |
| Transportation Reserve Fund | 5,150,541 | 0 | 5,150,541 | 5,873,460 | 0 | 5,873,460 |
| Total Portland Bureau of Transportation | 269,223,990 | 62,596,950 | 331,820,940 | 284,898,102 | 91,142,849 | 376,040,951 |
| Portland Development Commission | | | | | | |
| General Fund | 7,055,850 | 0 | 7,055,850 | 5,818,465 | 0 | 5,818,465 |
| Grants Fund | 48,221 | 0 | 48,221 | 0 | 0 | 0 |
| Total Portland Development Commission | 7,104,071 | 0 | 7,104,071 | 5,818,465 | 0 | 5,818,465 |
| Portland Fire & Rescue | | | | | | |
| BFRES Facilities GO Bond Construction Fund | 250,000 | 0 | 250,000 | 698,597 | 0 | 698,597 |

Operating and Capital Budget

Table 10

Financial Summaries

This table summarizes the operating and capital expenditures included in bureau budgets for each fiscal year, by bureau, and by fund.

| | Revised FY 2015-16 | | | Adopted FY 2016-17 | | |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|----------------------|
| | Operating Budget | Capital Improvements | Total Expenditures | Operating Budget | Capital Improvements | Total Expenditures |
| General Fund | 112,738,315 | 0 | 112,738,315 | 113,252,533 | 0 | 113,252,533 |
| Grants Fund | 1,727,008 | 0 | 1,727,008 | 0 | 0 | 0 |
| Public Safety GO Bond Fund | 0 | 13,666,392 | 13,666,392 | 0 | 1,698,249 | 1,698,249 |
| Total Portland Fire & Rescue | 114,715,323 | 13,666,392 | 128,381,715 | 113,951,130 | 1,698,249 | 115,649,379 |
| Portland Housing Bureau | | | | | | |
| Community Development Block Grant Fund | 10,986,156 | 0 | 10,986,156 | 11,640,779 | 0 | 11,640,779 |
| General Fund | 19,759,656 | 0 | 19,759,656 | 26,446,507 | 0 | 26,446,507 |
| Grants Fund | 3,878,556 | 0 | 3,878,556 | 4,199,936 | 0 | 4,199,936 |
| Headwaters Apartment Complex Fund | 1,055,914 | 0 | 1,055,914 | 1,861,805 | 0 | 1,861,805 |
| HOME Grant Fund | 6,300,635 | 0 | 6,300,635 | 4,362,982 | 0 | 4,362,982 |
| Housing Investment Fund | 5,307,039 | 0 | 5,307,039 | 19,578,983 | 0 | 19,578,983 |
| Tax Increment Financing Reimbursement Fund | 23,102,646 | 0 | 23,102,646 | 85,219,321 | 0 | 85,219,321 |
| Total Portland Housing Bureau | 70,390,602 | 0 | 70,390,602 | 153,310,313 | 0 | 153,310,313 |
| Portland Parks & Recreation | | | | | | |
| General Fund | 77,399,026 | 0 | 77,399,026 | 83,250,765 | 0 | 83,250,765 |
| Golf Fund | 10,072,208 | 20,000 | 10,092,208 | 10,171,581 | 15,000 | 10,186,581 |
| Grants Fund | 266,468 | 2,209,357 | 2,475,825 | 270,000 | 1,877,657 | 2,147,657 |
| ParksCapitalImprovementProgramFund | 41,300,175 | 48,700,203 | 90,000,378 | 20,565,345 | 45,163,049 | 65,728,394 |
| Parks Endowment Fund | 181,005 | 0 | 181,005 | 182,702 | 0 | 182,702 |
| Parks Local Option Levy Fund | 647,210 | 0 | 647,210 | 675,016 | 0 | 675,016 |
| Portland International Raceway Fund | 1,940,739 | 0 | 1,940,739 | 2,193,424 | 0 | 2,193,424 |
| Portland Parks Memorial Fund | 9,227,578 | 0 | 9,227,578 | 11,061,759 | 0 | 11,061,759 |
| Total Portland Parks & Recreation | 141,034,409 | 50,929,560 | 191,963,969 | 128,370,592 | 47,055,706 | 175,426,298 |
| Portland Police Bureau | | | | | | |
| General Fund | 190,873,234 | 0 | 190,873,234 | 194,965,191 | 0 | 194,965,191 |
| Grants Fund | 2,862,863 | 0 | 2,862,863 | 1,133,557 | 0 | 1,133,557 |
| Police Special Revenue Fund | 3,369,526 | 0 | 3,369,526 | 5,026,831 | 0 | 5,026,831 |
| Total Portland Police Bureau | 197,105,623 | 0 | 197,105,623 | 201,125,579 | 0 | 201,125,579 |
| Portland Water Bureau | | | | | | |
| Grants Fund | 99,900 | 0 | 99,900 | 0 | 0 | 0 |
| Hydroelectric Power Bond Redemption Fund | 4,506,500 | 0 | 4,506,500 | 1,800,600 | 0 | 1,800,600 |
| Hydroelectric Power Operating Fund | 1,685,200 | 0 | 1,685,200 | 1,305,100 | 0 | 1,305,100 |
| Hydroelectric Power Renewal Replacement Fund | 10,931,200 | 0 | 10,931,200 | 11,291,900 | 0 | 11,291,900 |
| Water Bond Sinking Fund | 87,717,390 | 0 | 87,717,390 | 98,241,527 | 0 | 98,241,527 |
| Water Construction Fund | 133,356,326 | 0 | 133,356,326 | 190,012,876 | 0 | 190,012,876 |
| Water Fund | 260,757,439 | 59,295,750 | 320,053,189 | 259,463,102 | 82,890,000 | 342,353,102 |
| Total Portland Water Bureau | 499,053,955 | 59,295,750 | 558,349,705 | 562,115,105 | 82,890,000 | 645,005,105 |
| Special Appropriations | | | | | | |
| General Fund | 11,364,050 | 0 | 11,364,050 | 12,401,976 | 0 | 12,401,976 |
| Total Special Appropriations | 11,364,050 | 0 | 11,364,050 | 12,401,976 | 0 | 12,401,976 |
| Total Citywide | 3,540,700,968 | 338,458,027 | 3,879,158,995 | 3,904,901,033 | 378,685,720 | 4,283,586,753 |

Table 11**Capital Budget by Bureau****Financial Summaries**

This table summarizes Capital Improvement Plan project costs by bureau. The summary totals only include amounts for projects budgeted within the five-year capital plan.

| Bureau | Prior Years | Revised | Adopted | Capital Plan | | | | 5-Year Total |
|---|--------------------|--------------------|--------------------|---------------------|--------------------|--------------------|--------------------|----------------------|
| | | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | |
| Bureau of Development Services | 2,296,044 | 5,723,344 | 3,021,103 | 0 | 0 | 0 | 0 | 3,021,103 |
| Bureau of Environmental Services | 519,734,299 | 100,780,000 | 109,143,000 | 116,485,000 | 110,788,000 | 113,055,000 | 111,892,000 | 561,363,000 |
| Bureau of Fire & Police Disability & Retirement | 309,581 | 80,320 | 46,000 | 20,000 | 20,000 | 20,000 | 20,000 | 126,000 |
| Office of Management & Finance | 37,560,906 | 25,320,707 | 43,688,813 | 78,131,877 | 63,531,746 | 68,048,890 | 30,977,092 | 284,378,418 |
| Portland Bureau of Transportation | 80,813,430 | 45,689,482 | 91,142,849 | 64,420,194 | 16,159,097 | 7,366,175 | 5,797,175 | 184,885,490 |
| Portland Fire & Rescue | 1,359,000 | 13,666,392 | 1,698,249 | 0 | 0 | 0 | 0 | 1,698,249 |
| Portland Parks & Recreation | 4,387,071 | 39,597,689 | 47,055,706 | 32,254,484 | 12,037,742 | 6,318,864 | 3,858,421 | 101,525,217 |
| Portland Water Bureau | 67,257,157 | 52,339,750 | 82,890,000 | 110,990,000 | 116,542,000 | 87,771,000 | 75,494,000 | 473,687,000 |
| Total City Capital Plan | 713,717,488 | 283,197,684 | 378,685,720 | 402,301,555 | 319,078,585 | 282,579,929 | 228,038,688 | 1,610,684,477 |

Capital Budget by Geographic Area

Table 12

Financial Summaries

This table summarizes Capital Improvement Plan project costs by geographic area within each bureau. The summary totals only include amounts for projects budgeted within the five-year capital plan.

| Bureau Geographic Area | Revised | | Adopted FY 2016-17 | Capital Plan | | | | 5-Year Total |
|--|--------------------|--------------------|-----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Prior Years | FY 2015-16 | | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | |
| Bureau of Development Services | | | | | | | | |
| Citywide | 2,296,044 | 5,723,344 | 3,021,103 | 0 | 0 | 0 | 0 | 3,021,103 |
| Total Bureau of Development Services | 2,296,044 | 5,723,344 | 3,021,103 | 0 | 0 | 0 | 0 | 3,021,103 |
| Bureau of Environmental Services | | | | | | | | |
| Citywide | 372,242,167 | 55,318,000 | 62,109,000 | 51,648,000 | 59,839,000 | 55,085,000 | 52,471,000 | 281,152,000 |
| North | 21,478,863 | 10,574,000 | 4,521,000 | 14,369,000 | 9,534,000 | 21,144,000 | 25,033,000 | 74,601,000 |
| Northeast | 777,029 | 881,000 | 3,540,000 | 4,408,000 | 6,583,000 | 3,039,000 | 2,916,000 | 20,486,000 |
| Northwest | 820,359 | 4,600,000 | 11,385,000 | 3,140,000 | 2,500,000 | 2,579,000 | 4,000,000 | 23,604,000 |
| Southeast | 44,870,017 | 15,509,000 | 14,088,000 | 25,078,000 | 11,889,000 | 12,104,000 | 17,656,000 | 80,815,000 |
| Southwest | 78,172,778 | 12,598,000 | 11,750,000 | 16,042,000 | 20,443,000 | 19,104,000 | 9,816,000 | 77,155,000 |
| Undetermined | 1,174,791 | 1,000,000 | 1,000,000 | 1,700,000 | 0 | 0 | 0 | 2,700,000 |
| West | 198,295 | 300,000 | 750,000 | 100,000 | 0 | 0 | 0 | 850,000 |
| Total Bureau of Environmental Services | 519,734,299 | 100,780,000 | 109,143,000 | 116,485,000 | 110,788,000 | 113,055,000 | 111,892,000 | 561,363,000 |
| Bureau of Fire & Police Disability & Retirement | | | | | | | | |
| Citywide | 309,581 | 80,320 | 46,000 | 20,000 | 20,000 | 20,000 | 20,000 | 126,000 |
| Total Bureau of Fire & Police Disability & Retirement | 309,581 | 80,320 | 46,000 | 20,000 | 20,000 | 20,000 | 20,000 | 126,000 |
| Office of Management & Finance | | | | | | | | |
| Central City | 511,986 | 4,506,719 | 3,883,934 | 8,278,110 | 3,446,125 | 0 | 0 | 15,608,169 |
| Citywide | 36,952,424 | 17,227,605 | 21,160,231 | 17,401,411 | 10,836,752 | 9,707,484 | 9,135,410 | 68,241,288 |
| East | 0 | 0 | 37,560 | 0 | 0 | 0 | 0 | 37,560 |
| North | 0 | 0 | 327,974 | 0 | 0 | 0 | 0 | 327,974 |
| Northeast | 0 | 0 | 46,566 | 100,000 | 0 | 0 | 0 | 146,566 |
| Northwest | 0 | 0 | 83,857 | 0 | 0 | 0 | 0 | 83,857 |
| Southeast | 96,496 | 3,586,383 | 4,988,907 | 590,000 | 470,000 | 420,000 | 100,000 | 6,568,907 |
| Southwest | 0 | 0 | 13,159,784 | 51,762,356 | 48,778,869 | 57,921,406 | 21,741,682 | 193,364,097 |
| Total Office of Management & Finance | 37,560,906 | 25,320,707 | 43,688,813 | 78,131,877 | 63,531,746 | 68,048,890 | 30,977,092 | 284,378,418 |
| Portland Bureau of Transportation | | | | | | | | |
| Central City | 5,877 | 481,196 | 896,256 | 4,918,244 | 0 | 0 | 0 | 5,814,500 |
| Citywide | 5,849,650 | 17,467,638 | 22,290,304 | 7,738,009 | 6,004,247 | 5,597,175 | 5,597,175 | 47,226,910 |
| East | 415,891 | 1,049,283 | 5,429,539 | 3,643,255 | 0 | 0 | 0 | 9,072,794 |
| North | 371,113 | 648,379 | 3,311,275 | 7,157,726 | 6,000,000 | 0 | 0 | 16,469,001 |
| Northeast | 719,340 | 2,861,103 | 11,367,132 | 9,001,469 | 526,670 | 0 | 0 | 20,895,271 |
| Northeast/Southeast | 958,359 | 1,291,311 | 5,111,604 | 0 | 0 | 0 | 0 | 5,111,604 |
| Northwest | 20,820 | 0 | 1,599,536 | 5,179,765 | 0 | 0 | 0 | 6,779,301 |
| Southeast | 72,187,353 | 18,631,894 | 21,608,964 | 2,152,995 | 3,250,000 | 1,769,000 | 200,000 | 28,980,959 |
| Southwest | 285,027 | 3,258,678 | 15,828,969 | 24,628,731 | 378,180 | 0 | 0 | 40,835,880 |
| West | 0 | 0 | 3,699,270 | 0 | 0 | 0 | 0 | 3,699,270 |
| Total Portland Bureau of Transportation | 80,813,430 | 45,689,482 | 91,142,849 | 64,420,194 | 16,159,097 | 7,366,175 | 5,797,175 | 184,885,490 |
| Portland Fire & Rescue | | | | | | | | |
| Citywide | 1,359,000 | 13,666,392 | 1,698,249 | 0 | 0 | 0 | 0 | 1,698,249 |
| Total Portland Fire & Rescue | 1,359,000 | 13,666,392 | 1,698,249 | 0 | 0 | 0 | 0 | 1,698,249 |
| Portland Parks & Recreation | | | | | | | | |
| Central City | 155,862 | 8,228,304 | 6,808,230 | 3,792,908 | 4,000,000 | 1,500,000 | 0 | 16,101,138 |
| Citywide | 2,028,024 | 4,885,378 | 7,543,686 | 9,224,553 | 3,131,630 | 2,738,979 | 2,689,828 | 25,328,676 |
| East | 1,001,279 | 9,045,660 | 12,874,639 | 7,163,987 | 2,197,372 | 0 | 0 | 22,235,998 |

Table 12

Capital Budget by Geographic Area

Financial Summaries

This table summarizes Capital Improvement Plan project costs by geographic area within each bureau. The summary totals only include amounts for projects budgeted within the five-year capital plan.

| Bureau | | Revised | Adopted | Capital Plan | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| Geographic Area | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| North | 0 | 1,067,921 | 1,513,575 | 1,650,632 | 346,710 | 0 | 1,031,993 | 4,542,910 |
| Northeast | 774,998 | 5,398,567 | 4,550,710 | 123,000 | 166,000 | 0 | 136,600 | 4,976,310 |
| Northwest | 80,859 | 1,851,422 | 1,991,290 | 2,988,321 | 698,500 | 2,079,885 | 0 | 7,757,996 |
| Southeast | 169,924 | 7,012,512 | 8,328,168 | 6,231,937 | 1,497,530 | 0 | 0 | 16,057,635 |
| Southwest | 176,126 | 2,107,925 | 3,445,408 | 1,079,146 | 0 | 0 | 0 | 4,524,554 |
| Total Portland Parks & Recreation | 4,387,071 | 39,597,689 | 47,055,706 | 32,254,484 | 12,037,742 | 6,318,864 | 3,858,421 | 101,525,217 |
| Portland Water Bureau | | | | | | | | |
| Central City | 44,706,443 | 5,548,000 | 3,320,000 | 12,500,000 | 39,700,000 | 100,000 | 0 | 55,620,000 |
| Citywide | 222,077 | 24,305,150 | 29,255,000 | 30,217,000 | 26,620,000 | 30,050,000 | 34,315,000 | 150,457,000 |
| East | 79,990 | 200,000 | 5,000 | 0 | 0 | 0 | 0 | 5,000 |
| North | 49,685 | 59,000 | 1,385,000 | 875,000 | 440,000 | 2,670,000 | 280,000 | 5,650,000 |
| Northeast | 349,959 | 1,218,500 | 1,040,000 | 570,000 | 570,000 | 570,000 | 1,000,000 | 3,750,000 |
| Northwest | 320,880 | 407,000 | 1,092,000 | 1,231,000 | 2,040,000 | 0 | 0 | 4,363,000 |
| Southeast | 1,848,079 | 4,015,000 | 2,915,000 | 269,000 | 110,000 | 110,000 | 110,000 | 3,514,000 |
| Southwest | 5,617,297 | 7,972,000 | 5,705,000 | 863,000 | 800,000 | 65,000 | 0 | 7,433,000 |
| Undetermined | 0 | 4,105,100 | 7,173,000 | 14,465,000 | 15,262,000 | 35,206,000 | 35,289,000 | 107,395,000 |
| West | 14,062,747 | 4,510,000 | 31,000,000 | 50,000,000 | 31,000,000 | 19,000,000 | 4,500,000 | 135,500,000 |
| Total Portland Water Bureau | 67,257,157 | 52,339,750 | 82,890,000 | 110,990,000 | 116,542,000 | 87,771,000 | 75,494,000 | 473,687,000 |
| Total City Capital Plan | 713,717,488 | 283,197,684 | 378,685,720 | 402,301,555 | 319,078,585 | 282,579,929 | 228,038,688 | 1,610,684,477 |

Historical Funds and Appropriations

Table 13

Financial Summaries

This table shows the City funds and General Fund special appropriations that have been closed in the past three years.

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Adopted FY 2016-17 |
|--|----------------------|----------------------|-----------------------|-----------------------|
| HISTORICAL FUNDS | | | | |
| None | | | | |
| Total Historical Funds | 0 | 0 | 0 | 0 |
| HISTORICAL SPECIAL APPROPRIATIONS | | | | |
| Needle Exchange Program | 130,000 | 0 | 0 | 0 |
| Crisis Assessment & Treatment Center | 634,107 | 0 | 0 | 0 |
| Janus Youth Program - Human Trafficking | 424,000 | 0 | 0 | 0 |
| Earl Boyles Elementary School | 100,000 | 100,000 | 0 | 0 |
| Span of Control | 69,900 | 0 | 0 | 0 |
| League of Oregon Cities Annual Conference | 12,500 | 0 | 0 | 0 |
| Utility Review Blue Ribbon Commission | 0 | 26,739 | 0 | 0 |
| New City Initiative | 0 | 25,000 | 0 | 0 |
| PBA Downtown Marketing | 0 | 170,000 | 0 | 0 |
| LifeWorks NOW Program | 100,000 | 0 | 0 | 0 |
| Innovation Fund | 0 | 0 | 1,000,000 | 0 |
| 3 to PhD | 0 | 0 | 400,000 | 0 |
| PPS/Concordia Early Childhood | 0 | 0 | 100,000 | 0 |
| Indoor Track & Field Events | 0 | 0 | 1,930,459 | 0 |
| Emergency Psychiatric Facility | 0 | 0 | 500,000 | 0 |
| Oregon Rail Heritage Foundation | 0 | 0 | 150,000 | 0 |
| Rose Festival | 0 | 0 | 100,000 | 0 |
| PSU Institute on Aging | 0 | 0 | 51,766 | 0 |
| Oregon Nikkei Endowment | 0 | 0 | 25,000 | 0 |
| Springwater Corridor | 0 | 0 | 40,000 | 0 |
| Air Toxics Monitoring | 0 | 0 | 31,250 | 0 |
| Total Historical Special Appropriations | 1,470,507 | 321,739 | 4,328,475 | 0 |
| Total Historical Funds and Appropriations | \$1,470,507 | \$321,739 | \$4,328,475 | \$0 |

Table 14a

Summary of Indebtedness – Debt Outstanding

Financial Summaries

| Service Area/Facility/Function | Type of indebtedness | 7/1/2015 | 7/1/2016 | Change |
|---|-----------------------------------|----------------------|----------------------|----------------------|
| DEBT OUTSTANDING BY SERVICE AREA | | | | |
| Public Safety | | | | |
| PSSRP (Computer Aided Dispatch) | Limited Tax Revenue Bonds | 2,225,000 | 1,135,000 | (1,090,000) |
| | | 2,225,000 | 1,135,000 | (1,090,000) |
| Parks, Recreation, & Culture | | | | |
| Spectator Facilities | Limited Tax Revenue Bonds | 5,469,700 | 1,667,900 | (3,801,800) |
| Providence Park | Limited Tax Revenue Bonds | 12,000,000 | 12,000,000 | 0 |
| Stadium Project | Limited Tax Revenue Bonds | 18,802,000 | 16,978,000 | (1,824,000) |
| Portland International Raceway | Limited Tax Revenue Bonds | 510,000 | 265,000 | (245,000) |
| | | 36,781,700 | 30,910,900 | (5,870,800) |
| Public Utilities | | | | |
| Sewer System | 1st Lien Revenue Bonds | 697,220,000 | 603,165,000 | (94,055,000) |
| | 2nd Lien Revenue Bonds | 1,013,595,000 | 982,540,000 | (31,055,000) |
| | 3rd Lien State Loans | 16,273,040 | 14,920,587 | (1,352,453) |
| Water System | 1st Lien Revenue Bonds | 393,915,000 | 381,645,000 | (12,270,000) |
| | 2nd Lien Revenue Bonds | 232,710,000 | 220,670,000 | (12,040,000) |
| Hydroelectric Power | Revenue Bonds | 4,245,000 | 1,740,000 | (2,505,000) |
| | | 2,357,958,040 | 2,204,680,587 | (153,277,453) |
| Community Development | | | | |
| Public Infrastructure | Limited Tax Improvement Bonds | 43,315,000 | 36,805,000 | (6,510,000) |
| Local Improvement Line of Credit | Limited Tax Revenue (secured) | 2,324,971 | 2,009,971 | (315,000) |
| Headwaters Apartments | Limited Tax Revenue (Housing) | 9,815,000 | 9,500,000 | (315,000) |
| | | 55,454,971 | 48,314,971 | (7,140,000) |
| Urban Renewal & Redevelopment | Airport Way Tax Increment | 24,430,000 | 20,041,400 | (4,388,600) |
| | Central Eastside Tax Increment | 32,156,639 | 31,061,639 | (1,095,000) |
| | Convention Center Tax Increment | 91,490,000 | 87,555,000 | (3,935,000) |
| | Lents Tax Increment | 30,845,000 | 29,495,000 | (1,350,000) |
| | River District Tax Increment | 66,805,000 | 72,962,717 | 6,157,717 |
| | Interstate Corridor Tax Increment | 64,512,000 | 61,512,000 | (3,000,000) |
| | North Macadam Tax Increment | 63,302,680 | 60,837,680 | (2,465,000) |
| | Gateway Tax Increment | 12,552,386 | 12,552,386 | 0 |
| | South Park Blocks Tax Increment | 49,740,000 | 45,230,000 | (4,510,000) |
| | Downtown Waterfront Tax Increment | 58,620,000 | 52,370,000 | (6,250,000) |
| | | 494,453,705 | 473,617,822 | (20,835,883) |
| Transportation & Parking | | | | |
| Streetcar | Limited Tax Revenue Bonds | 13,990,000 | 12,650,000 | (1,340,000) |
| Transit Mall | Limited Tax Revenue Bonds | 3,935,000 | 0 | (3,935,000) |
| Portland/Milwaukie Light Rail | Limited Tax Revenue Bonds | 34,145,000 | 32,795,000 | (1,350,000) |
| Sellwood Bridge | Limited Tax Revenue Bonds | 42,785,000 | 41,375,000 | (1,410,000) |
| Sellwood Bridge II Line of Credit | Limited Tax Revenue (secured) | 20,000,000 | 20,000,000 | 0 |
| Street Lighting Line of Credit | Limited Tax Revenue (secured) | 4,535,402 | 9,132,973 | 4,597,571 |
| Parking Paystations | Gas Tax Revenue Bonds | 335,097 | 254,253 | (80,844) |
| Street Improvements | Gas Tax Revenue Bonds | 13,049,000 | 11,065,000 | (1,984,000) |
| | | 132,774,499 | 127,272,226 | (5,502,273) |
| City Support Services | | | | |
| Equipment and Facility | Limited Tax Revenue Bonds | 40,980,000 | 29,990,000 | (10,990,000) |
| Pension | Limited Tax Pension Obligations | 219,778,346 | 202,028,346 | (17,750,000) |
| Convention Center Expansion | Limited Tax Revenue Bonds | 75,782,042 | 73,955,102 | (1,826,940) |

Summary of Indebtedness – Debt Outstanding

Table 14a

Financial Summaries

| Service Area/Facility/Function | Type of indebtedness | 7/1/2015 | 7/1/2016 | Change |
|---|---|----------------------|----------------------|----------------------|
| South Waterfront | Limited Tax Revenue Bonds | 1,768,650 | 1,656,438 | (112,213) |
| Harbor Restoration Line of Credit | Limited Tax Revenue (secured) | 2,387,410 | 1,408,145 | (979,265) |
| Levee Evaluation | State Loan | 420,116 | 312,829 | (107,287) |
| Housing Opportunity Bond | Limited Tax Revenue (Housing) | 6,070,000 | 5,565,000 | (505,000) |
| Parks System | Voter Approved General Obligation Bonds | 0 | 22,235,000 | 22,235,000 |
| Public Safety | Voter Approved General Obligation Bonds | 58,920,000 | 55,080,000 | (3,840,000) |
| Emergency Facilities | Voter Approved General Obligation Bonds | 24,705,000 | 21,935,000 | (2,770,000) |
| PCPA | Limited Tax Revenue Bonds | 775,000 | 775,000 | 0 |
| River District Line of Credit | Limited Tax Revenue (secured) | 0 | 1,133,130 | 1,133,130 |
| | | 431,586,564 | 416,073,989 | (15,512,575) |
| TOTAL DEBT OUTSTANDING BY SERVICE AREA | | 3,511,234,479 | 3,302,005,495 | (209,228,984) |
| TYPE OF INDEBTEDNESS | | | | |
| | Limited Tax Pension Bonds | 219,778,346 | 202,028,346 | (17,750,000) |
| | Limited Tax Improvement Bonds | 43,315,000 | 36,805,000 | (6,510,000) |
| | Voter Approved General Obligation Bonds | 83,625,000 | 99,250,000 | 15,625,000 |
| | Gas Tax Revenue Bonds | 13,384,097 | 11,319,253 | (2,064,844) |
| | Revenue Bonds | 2,341,685,000 | 2,189,760,000 | (151,925,000) |
| | Limited Tax Revenue Bonds | 298,300,176 | 273,991,659 | (24,308,517) |
| | State Loans | 16,693,156 | 15,233,416 | (1,459,740) |
| | Tax Increment | 494,453,705 | 473,617,822 | (20,835,883) |
| TOTAL DEBT OUTSTANDING BY TYPE | | 3,511,234,479 | 3,302,005,495 | (209,228,984) |

Table 14b

Summary of Indebtedness – Actual Debt Outstanding

Financial Summaries

| Service Area/Facility/Function | Type of indebtedness | FY 2014-15 | FY 2015-16 | FY 2016-17 |
|--|--------------------------------------|-----------------|----------------------|----------------------|
| Actual Debt Outstanding June 30, 2015 | | \$3,511,234,479 | | |
| Public Utilities (Sewer) | 1st Lien Sewer Refunding Bonds | | \$329,805,000 | |
| Public Utilities (Sewer) | 2nd Lien Sewer Revenue Bonds | | \$63,300,000 | |
| Parks, Recreation, & Culture | General Obligation Parks Bonds | | 25,850,000 | |
| Community Development | Airport Way Urban Renewal Ref. Bonds | | 24,897,200 | |
| Public Safety (FPD&R) | Tax Anticipation Notes | | 24,370,000 | |
| Various | Lines of Credit / State Loans | | 23,648,951 | |
| | | | 491,871,151 | |
| Debt Redeemed FY 2015-16 | | | (244,314,762) | |
| Debt Redeemed from Debt Issued FY 2015-16 | | | (456,785,373) | |
| TOTAL Debt Redeemed Fiscal Year 2015-16 | | | (701,100,135) | |
| Projected Debt Outstanding July 1, 2016 | | | 3,302,005,495 | |
| Estimated Debt to be Issued Fiscal Year 2016-17 | | | | |
| Public Utilities (Sewer) | 2nd Lien Sewer System Revenue Bonds | | | 171,300,000 |
| Public Utilities (Water) | 1st Lien Water System Revenue Bonds | | | 91,875,000 |
| Public Safety (FPD&R) | Tax Anticipation Notes | | | 34,476,000 |
| Transportation & Parking (Street Lights) | Limited Tax Revenue Bonds | | | 18,500,000 |
| Transportation & Parking (Sellwood Bridge) | Limited Tax Revenue Bonds | | | 36,000,000 |
| | | | | 352,151,000 |
| Projected Debt Redeemed Fiscal Year 2016-17 | | | | |
| Scheduled Debt Redemption | | | | (227,158,994) |
| Redemption from Debt Issued | | | | (36,000,000) |
| | | | | (263,158,994) |
| Projected Debt Outstanding July 1, 2017 | | | | 3,390,997,501 |

Summary of Indebtedness – Debt Service

Table 15

Financial Summaries

| Service Area | Facility/Function | Type of Debt | Principal | Interest | Total |
|--|---------------------------------|-----------------------------------|--------------------|--------------------|--------------------|
| FY 2016-17 PROJECTED DEBT SERVICE BY SERVICE AREA | | | | | |
| Parks, Recreation, & Culture | | | | | |
| | Spectator Facilities | Limited Tax Revenue Bonds | 1,667,900 | 418,998 | 2,086,898 |
| | Portland International Raceway | Limited Tax Revenue Bonds | 265,000 | 16,271 | 281,271 |
| | Stadium Project 2013 | Limited Tax Revenue Bonds | 1,882,000 | 555,181 | 2,437,181 |
| | | | 3,814,900 | 990,450 | 4,805,350 |
| Public Safety | | | | | |
| | PSSRP (Computer Aided Dispatch) | Limited Tax Revenue Bonds | 1,135,000 | 45,400 | 1,180,400 |
| | | | 1,135,000 | 45,400 | 1,180,400 |
| Public Utilities | | | | | |
| | Sewer System | First Lien Revenue Bonds | 68,640,000 | 28,886,175 | 97,526,175 |
| | | Second Lien Revenue Bonds | 27,770,000 | 50,951,075 | 78,721,075 |
| | | Third Lien Debt | 1,366,091 | 146,943 | 1,513,034 |
| | | | 97,776,091 | 79,984,193 | 177,760,284 |
| | Water System | First Lien Revenue Bonds | 18,454,064 | 17,746,189 | 36,200,253 |
| | | Second Lien Revenue Bonds | 9,265,000 | 9,507,475 | 18,772,475 |
| | | | 27,719,064 | 27,253,664 | 54,972,728 |
| | Hydroelectric Power | Revenue Bonds | 1,740,000 | 48,051 | 1,788,051 |
| | | | 127,235,155 | 107,285,908 | 234,521,063 |
| Community Development | | | | | |
| | Public Infrastructure | Limited Tax Improvement Bonds | 3,725,000 | 1,688,288 | 5,413,288 |
| | Housing (Headwaters) | Limited Tax Housing Revenue Bonds | 330,000 | 471,925 | 801,925 |
| | | | 4,055,000 | 2,160,213 | 6,215,213 |
| | Urban Renewal & Redevelopment | Airport Way Tax Increment | 4,900,800 | 276,571 | 5,177,371 |
| | | Central Eastside Tax Increment | 5,684,341 | 1,443,865 | 7,128,206 |
| | | Convention Center Tax Increment | 4,130,000 | 3,682,668 | 7,812,668 |
| | | South Park Blocks Tax Increment | 4,780,000 | 2,399,375 | 7,179,375 |
| | | Waterfront Tax Increment | 6,530,000 | 2,963,542 | 9,493,542 |
| | | River District Tax Increment | 29,865,000 | 5,049,523 | 34,914,523 |
| | | Gateway Tax Increment | 4,658,763 | 376,816 | 5,035,579 |
| | | Lents Tax Increment | 13,027,763 | 1,655,104 | 14,682,867 |
| | | North Macadam Tax Increment | 10,203,387 | 2,721,008 | 12,924,395 |
| | | Interstate Tax Increment | 24,184,848 | 3,045,423 | 27,230,271 |
| | | | 112,019,902 | 25,774,108 | 137,794,010 |
| Transportation & Parking | | | | | |
| | Streetcar Improvements | Limited Tax Revenue Bonds | 1,370,000 | 506,000 | 1,876,000 |
| | Portland/Milwaukie Light Rail | Limited Tax Revenue Bonds | 1,405,000 | 1,102,600 | 2,507,600 |
| | Sellwood Bridge | Limited Tax Revenue Bonds | 1,480,000 | 1,917,450 | 3,397,450 |
| | Sellwood Bridge II | Limited Tax Line of credit | 0 | 400,000 | 400,000 |
| | Parking Paystations | Gas Tax Revenue Bonds | 82,766 | 6,054 | 88,820 |
| | Street Lighting | Limited Tax Line of Credit | 0 | 150,000 | 150,000 |
| | Street Improvements | Gas Tax Revenue Bonds | 1,553,000 | 413,730 | 1,966,730 |
| | | | 5,890,766 | 4,495,834 | 10,386,600 |
| City Support Services | | | | | |
| | Pension Bonds | Limited Tax Pension Bonds | 20,000,000 | 8,667,282 | 28,667,282 |

Table 15

Summary of Indebtedness – Debt Service

Financial Summaries

| Service Area | Facility/Function | Type of Debt | Principal | Interest | Total |
|--|------------------------------|---|--------------------|--------------------|--------------------|
| | Parks / Fire / Public Safety | Voter Approved General Obligation Bonds | 10,325,000 | 3,946,160 | 14,271,160 |
| | Equipment and Facility | Limited Tax Revenue Bonds | 7,745,000 | 1,163,571 | 8,908,571 |
| | Harbor Restoration | Limited Tax Line of Credit | 872,000 | 128,000 | 1,000,000 |
| | River District General Fund | Limited Tax Line of credit | 0 | 1,297,528 | 1,297,528 |
| | North Macadam | Limited Tax Revenue Bonds | 1,656,438 | 47,624 | 1,704,061 |
| | Convention Center Expansion | Limited Tax Revenue Bonds | 1,844,000 | 5,537,000 | 7,381,000 |
| | PCPA 2011 | Limited Tax Revenue Bonds | 775,000 | 18,290 | 793,290 |
| | Housing (HOB) | Limited Tax Housing Revenue Bonds | 525,000 | 223,500 | 748,500 |
| | | | 43,742,438 | 21,028,955 | 64,771,393 |
| TOTAL DEBT SERVICE BY SERVICE AREA | | | 293,838,161 | 159,620,655 | 453,458,815 |
| FY 2016-17 PROJECTED DEBT SERVICE BY TYPE | | | | | |
| | | Limited Tax Pension Bonds | 20,000,000 | 8,667,282 | 28,667,282 |
| | | Limited Tax Improvement Bonds | 3,725,000 | 1,688,288 | 5,413,288 |
| | | Voter Approved General Obligation Bonds | 10,325,000 | 3,946,160 | 14,271,160 |
| | | Gas Tax Revenue Bonds | 1,635,766 | 419,784 | 2,055,550 |
| | | Revenue Bonds | 125,869,064 | 107,138,965 | 233,008,029 |
| | | Limited Tax Revenue Bonds | 22,097,338 | 13,303,913 | 35,401,250 |
| | | Limited Tax Housing Revenue Bonds | 855,000 | 695,425 | 1,550,425 |
| | | State Loans | 1,366,091 | 146,943 | 1,513,034 |
| | | Tax Increment | 107,964,902 | 23,613,895 | 131,578,797 |
| TOTAL DEBT SERVICE BY TYPE | | | 293,838,161 | 159,620,655 | 453,458,815 |

Financial Summaries

Table 16

| Fiscal Year | Parks, Recreation, & Culture | | Public Utilities | | | Community Development | | Transportation & Parking | | City Support Services and Public Safety | | |
|--|------------------------------|---------|------------------|--------------|---------------|-----------------------|---------------|----------------------------|----------------|---|-------------------------------------|----------------------|
| | Spectator Facilities | PIR | Sewer System | Water System | Hydroelectric | Public Improvement | Urban Renewal | Public Street Improvements | Parking System | Facility and Equipment | Convention Center & Performing Arts | Parks/Fire Gen. Obl. |
| 2016/17 | 3,549,900 | 265,000 | 97,776,091 | 27,719,064 | 1,740,000 | 4,055,000 | 107,964,902 | 4,520,766 | 1,370,000 | 31,933,438 | 2,619,000 | 10,325,000 |
| 2017/18 | 1,943,000 | | 103,484,871 | 27,095,000 | | 785,000 | 34,994,400 | 4,721,736 | 1,425,000 | 28,000,000 | 1,960,720 | 8,230,000 |
| 2018/19 | 2,606,000 | | 105,713,792 | 28,350,000 | | 790,000 | 39,922,300 | 4,686,753 | 1,485,000 | 28,430,000 | 2,199,480 | 8,585,000 |
| 2019/20 | 2,692,000 | | 110,027,852 | 29,650,000 | | 1,440,000 | 38,963,900 | 4,820,000 | 1,550,000 | 31,420,000 | 2,472,480 | 7,235,000 |
| 2020/21 | 2,780,000 | | 104,452,058 | 30,995,000 | | 390,000 | 39,475,000 | 5,040,000 | 1,600,000 | 34,645,000 | 3,446,250 | 7,515,000 |
| 2021/22 | 2,873,000 | | 110,356,405 | 25,570,000 | | 910,000 | 41,335,000 | 5,255,000 | 1,675,000 | 38,660,000 | 3,807,172 | 7,850,000 |
| 2022/23 | 2,202,000 | | 115,645,902 | 26,720,000 | | 425,000 | 43,300,000 | 5,485,000 | 1,740,000 | 8,125,175 | 6,140,000 | 8,145,000 |
| 2023/24 | 2,855,000 | | 72,145,547 | 27,935,000 | | 690,000 | 42,680,000 | 3,970,000 | 1,805,000 | 7,955,423 | 6,445,000 | 8,540,000 |
| 2024/25 | 2,950,000 | | 67,875,340 | 24,880,000 | | 465,000 | 22,155,000 | 15,195,000 | | 7,799,733 | 6,770,000 | 7,990,000 |
| 2025/26 | 3,045,000 | | 59,865,300 | 25,945,000 | | 480,000 | 10,945,000 | 4,300,000 | | 6,897,228 | 7,115,000 | 8,325,000 |
| 2026/27 | 3,150,000 | | 61,641,245 | 27,055,000 | | 20,105,000 | 11,460,000 | 4,475,000 | | 6,258,274 | 7,465,000 | 6,400,000 |
| 2027/28 | | | 64,084,297 | 28,285,000 | | 530,000 | 11,990,000 | 4,660,000 | | 6,087,955 | 7,840,000 | 6,615,000 |
| 2028/29 | | | 67,013,369 | 29,425,000 | | 555,000 | 12,545,000 | 4,850,000 | | 5,034,559 | 8,330,000 | 3,495,000 |
| 2029/30 | | | 69,978,953 | 30,535,000 | | 10,535,000 | 13,165,000 | 5,050,000 | | | 8,750,000 | |
| 2030/31 | | | 73,149,565 | 31,775,000 | | 610,000 | 5,840,000 | 5,230,000 | | | | |
| 2031/32 | | | 58,995,000 | 33,100,000 | | 1,760,000 | | 9,935,766 | | | | |
| 2032/33 | | | 61,830,000 | 29,775,000 | | 665,000 | | 10,331,736 | | | | |
| 2033/34 | | | 44,870,000 | 31,060,000 | | 700,000 | | 7,956,753 | | | | |
| 2034/35 | | | 47,040,000 | 26,875,000 | | 690,000 | | | | | | |
| 2035/36 | | | 21,445,000 | 23,170,000 | | | | | | | | |
| 2036/37 | | | 22,425,000 | 18,465,000 | | | | | | | | |
| 2037/38 | | | 23,460,000 | 14,705,000 | | | | | | | | |
| 2038/39 | | | 24,535,000 | 5,145,000 | | | | | | | | |
| 2038/39 | | | 12,815,000 | | | | | | | | | |
| 2039/40 | | | 12,815,000 | | | | | | | | | |
| 30,645,900 265,000 1,613,440,587 604,229,064 1,740,000 46,580,000 476,735,502 110,483,510 12,650,000 241,246,783 75,360,102 99,250,000 | | | | | | | | | | | | |

Table 17

Interest Over the Life of the Debt

Financial Summaries

Schedule of Projected Bond Interest Transactions

| Fiscal Year | Parks, Recreation, & Culture | | Public Utilities | | | Community Development | | Transportation & Parking | | City Support Services and Public Safety | | |
|-------------|------------------------------|--------|------------------|--------------|---------------|-----------------------|---------------|----------------------------|----------------|---|-------------------------------------|----------------------|
| | Spectator Facilities | PIR | Sewer System | Water System | Hydroelectric | Public Improvement | Urban Renewal | Public Street Improvements | Parking System | Facility and Equipment | Convention Center & Performing Arts | Parks/Fire Gen. Obl. |
| 2016/17 | 974,179 | 16,271 | 79,984,193 | 27,253,664 | 48,050 | 2,160,213 | 23,613,895 | 3,989,834 | 506,000 | 11,572,905 | 5,555,290 | 3,946,160 |
| 2017/18 | 899,128 | | 70,376,413 | 24,058,227 | | 2,107,518 | 18,616,989 | 3,248,933 | 451,200 | 10,524,041 | 5,650,398 | 3,548,785 |
| 2018/19 | 835,592 | | 65,232,617 | 22,805,664 | | 2,072,823 | 16,997,237 | 3,049,465 | 394,200 | 9,409,621 | 5,734,980 | 3,206,635 |
| 2019/20 | 750,375 | | 60,036,232 | 21,503,986 | | 2,037,743 | 15,146,310 | 2,831,300 | 334,800 | 8,015,709 | 5,798,704 | 2,834,700 |
| 2020/21 | 662,347 | | 54,625,714 | 20,159,770 | | 1,987,163 | 13,352,273 | 2,604,950 | 272,800 | 5,732,916 | 5,178,276 | 2,558,638 |
| 2021/22 | 571,441 | | 49,635,992 | 18,908,242 | | 1,967,783 | 11,507,124 | 2,391,075 | 208,800 | 3,188,068 | 4,765,828 | 2,223,288 |
| 2022/23 | 477,494 | | 44,335,720 | 17,764,395 | | 1,927,418 | 9,540,607 | 2,159,000 | 141,800 | 33,632,103 | 2,942,750 | 1,919,363 |
| 2023/24 | 405,488 | | 38,675,350 | 16,556,951 | | 1,906,303 | 6,373,842 | 1,935,525 | 72,200 | 35,389,774 | 2,635,750 | 1,550,300 |
| 2024/25 | 312,700 | | 35,423,907 | 15,392,520 | | 1,874,403 | 4,230,495 | 3,361,831 | | 37,199,198 | 2,313,500 | 1,160,375 |
| 2025/26 | 216,825 | | 32,488,138 | 14,327,220 | | 1,851,303 | 3,196,853 | 1,605,300 | | 39,060,470 | 1,975,000 | 827,900 |
| 2026/27 | 110,250 | | 29,565,759 | 13,214,626 | | 1,827,453 | 2,676,988 | 1,429,400 | | 41,006,281 | 1,619,250 | 535,463 |
| 2027/28 | | | 26,818,573 | 11,987,833 | | 822,368 | 2,145,488 | 1,245,875 | | 43,035,520 | 1,246,000 | 323,863 |
| 2028/29 | | | 23,869,548 | 10,848,883 | | 796,033 | 1,589,725 | 1,054,400 | | 45,120,441 | 854,000 | 104,850 |
| 2029/30 | | | 20,909,827 | 9,741,788 | | 768,463 | 964,213 | 854,725 | | | 437,500 | |
| 2030/31 | | | 17,732,422 | 8,488,451 | | 328,970 | 300,550 | 674,225 | | | | |
| 2031/32 | | | 14,408,400 | 7,172,832 | | 298,665 | | 4,477,059 | | | | |
| 2032/33 | | | 11,568,688 | 5,854,445 | | 102,075 | | 3,542,383 | | | | |
| 2033/34 | | | 8,591,800 | 4,568,639 | | 69,035 | | 3,180,265 | | | | |
| 2034/35 | | | 6,428,650 | 3,359,026 | | 34,260 | | | | | | |
| 2035/36 | | | 4,160,075 | 2,244,688 | | | | | | | | |
| 2036/37 | | | 3,174,750 | 1,288,275 | | | | | | | | |
| 2037/38 | | | 2,143,600 | 574,525 | | | | | | | | |
| 2038/39 | | | 1,064,425 | 205,800 | | | | | | | | |
| 2039/40 | | | 256,300 | | | | | | | | | |
| | | | | | | | | | | | | |
| | 6,215,816 | 16,271 | 701,507,088 | 278,280,450 | 48,050 | 24,939,985 | 130,252,588 | 43,635,545 | 2,381,800 | 322,887,048 | 46,707,226 | 24,740,318 |

Summary of Defeased Indebtedness

Table 18

Financial Summaries

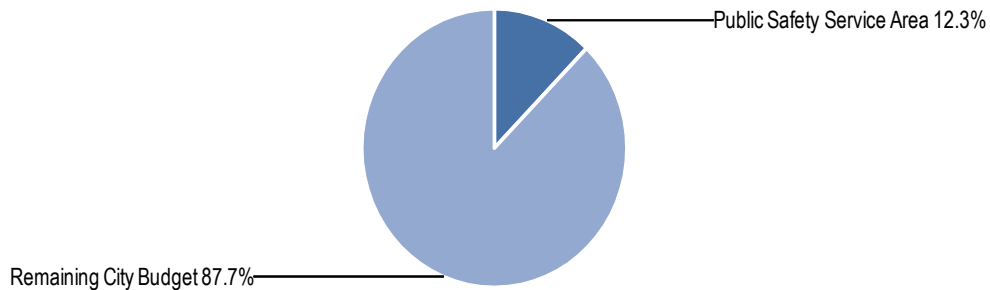
| Type of Debt | Outstanding 07/01/15 | Maturity FY 2015-16 | Outstanding 07/01/16 |
|--|-------------------------|------------------------|-------------------------|
| <p>The City had \$54,660,000 of defeased water revenue bonds outstanding as of July 1, 2015. Of that, \$2,215,000 was paid from escrow through the course of the fiscal year leaving \$52,445,000 outstanding on July 1, 2016. Defeased bonds are payable from fully funded irrevocable escrow accounts established with the proceeds from the sale of refunding bonds. Defeased bonds are thereby removed as actual liabilities of the City, and the refunding bond liabilities are assumed in their place. Defeased bonds are then paid by the escrow account until their first available call date, at which time they are paid in their entirety. Bonds are defeased in this manner in order to convert higher rate debt with lower interest rate debt, or modify bond covenants for the City's benefit, or a combination of both.</p> | | | |
| DEFEASED BONDS OUTSTANDING | | | |
| Water System Revenue Bonds: | | | |
| Series 2006 A | 54,660,000 | 2,215,000 | 52,445,000 |
| TOTAL DEFEASED BONDS OUTSTANDING | \$54,660,000 | \$2,215,000 | \$52,445,000 |

Public Safety Service Area

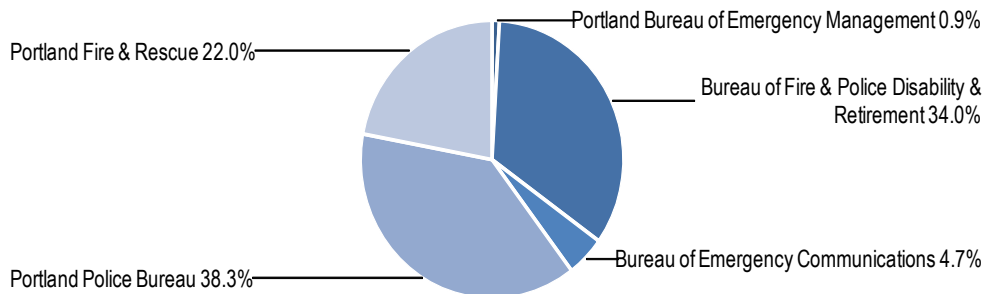
- Bureau of Fire & Police Disability & Retirement
- Bureau of Emergency Communications

- Portland Bureau of Emergency Management
- Portland Fire & Rescue
- Portland Police Bureau

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 519,952,320 | 523,450,929 | 3,498,609 | 0.67 |
| Capital | 15,146,712 | 1,744,249 | (13,402,463) | (88.48) |
| Total Requirements | 535,099,032 | 525,195,178 | (9,903,854) | (1.85) |
| Authorized Positions | 2,115.72 | 2,120.33 | 4.62 | 0.22 |

Service Area Highlights

Description

The Public Safety service area includes the Bureau of Emergency Communications, the Bureau of Fire & Police Disability & Retirement, the Portland Police Bureau, Portland Fire & Rescue, and the Portland Bureau of Emergency Management. These bureaus provide critical public safety services, such as police protection, fire and emergency medical response, 9-1-1 call taking, emergency dispatch, and disaster planning and response.

Major Themes

The FY 2016-17 Adopted Budget for the Public Safety Service Area funds an additional 4.62 FTE and a net decrease of \$9.9 million dollars when compared to the Revised FY 2015-16 Budget. Overall, there are 2,120.33 authorized positions in this service area and a total budget of \$525.2 million dollars. When compared to FY 2015-16, the total FY 2016-17 operating budget for the Public Safety service area is 0.67% greater. Capital spending, the majority of which is in Portland Fire & Rescue, is the primary reason why the total service area budget shows a net decrease in overall appropriation. This is due to sizeable projects, funded by the voter-approved General Obligation Bond approaching completion resulting in a lower overall capital budget for public safety bureaus.

There are significant investments in the operating budget, including resources for accelerating the hiring process for officers, resources to expand the number of emergency call taker trainees, funds for public outreach in emergency preparedness, and additional ongoing General Fund resources to fund firefighter positions previously funded with expired grant resources.

Portland Police Bureau

The Portland Police Bureau's FY 2016-17 Adopted Budget is \$201.1 million with 1,226.00 FTE. This is a 5.0% increase in General Fund discretionary resources when compared to the Adopted FY 2015-16 Budget. There are 28.00 new positions established in the FY 2016-17 Budget, with 26.00 civilian positions and 2.00 sworn positions. The bureau's highest priority is the acceleration of the hiring of new officers to fill vacant positions. There are no significant programmatic reductions or realignments of bureau operations.

Significant changes to the FY 2016-17 Adopted Budget include:

- ◆ Ongoing General Fund resources to recruit, background, and hire officer candidates to fill the current and prospective vacant positions. The total ongoing appropriation is \$1.7 million for one recruiter, one supervisor, and 14 backgrounders. All positions are non-sworn. There is \$250,000 in one-time resources for enhanced recruitment marketing and outreach.
- ◆ Future ongoing resources, totaling \$1,685,929, to support a body camera program at the Police Bureau. Funding is provided for one program manager, three records support staff, and one technology support position in the Bureau of Technology Services. Additional resources are included for data storage, which will be determined upon vendor selection. The funding is not required in FY 2016-17, and it will be in the bureau's base budget beginning in FY 2017-18.

- ◆ \$221,686 in ongoing General Fund resources for raising the entry pay rate for the officer classification and \$80,000 in one-time funds for recruitment incentives.
- ◆ Two detectives and one victims advocate in the Sex Assault Division funded with \$381,911 in ongoing General Fund resources.
- ◆ Two Internal Affairs investigators and one Sr. Administrative Assistant in the Personnel Division funded with \$321,312 in ongoing General Fund resources. Additional investigators are also added to the Independent Police Review in the Auditor's Office. As part of the requirements of the settlement agreement between the City of Portland and the United States Department of Justice, the City will conduct full investigations for all allegations of misconduct and use of force.
- ◆ One non-sworn Program Coordinator funded to work with refugee and immigrant communities as a liaison between the community and the Portland Police Bureau.
- ◆ The Radio Replacement set-aside is partially established with \$630,405 in ongoing General Fund resources. The Police bureau will need to identify additional resources, or request future funding in order to fully fund future radio replacement needs for the bureau.
- ◆ Spring BMP carryover of \$2.5 million to fund several bureau initiatives, including the one-time start-up funds to implement an officer-worn body camera program.

Portland Fire & Rescue

The \$115.6 million FY 2016-17 Adopted Budget for Portland Fire & Rescue is 9.92% less the bureau's FY 2015-16 Revised Budget. The majority of the reduction, approximately \$11.9 million, is in the bureau's capital program where resources were previously budgeted for apparatus replacement and station enhancements. Funding for capital expenses is further reduced due to the completion of multi-year bond financed infrastructure and apparatus replacement projects that are nearing completion.

In FY 2013-14, Portland Fire & Rescue applied for and received a Staffing for Adequate Firefighter Emergency Response (SAFER) grant to provide resources for 26 firefighter positions that were reduced due to the financial constraints on the General Fund. As grant resources have been fully expended, the bureau received ongoing General Fund resources to support the remaining 13.00 firefighter positions. Additional significant changes in the Portland Fire & Rescue FY 2016-17 Adopted Budget include:

- ◆ \$60,000 of General Fund one-time resources to install solar panels at Station 1.
- ◆ Increase in the Special Use Permit program fees by \$50,000 a result of changing the program to 100% cost recovery.
- ◆ The carryover of \$200,000 one-time from FY 2014-15 for the remainder of the Pulse Point project and for the in-field treatment pilot project.

Bureau of Emergency Communications

The FY 2016-17 Adopted Budget for the Bureau of Emergency Communications (BOEC) is \$24.9 million and 142.00 authorized positions. This represents an increase of 3.64% in operating budget. Significant changes in the FY 2016-17 Adopted Budget include:

- ◆ Addition of \$1.1 million in ongoing resources to fund 13 limited term trainee positions. Of this amount, \$858,527 is General Fund resources and the remaining \$233,617 will be funded by BOEC's jurisdictional partners. The additional funding will allow BOEC to continue a minimum of twice per year recruitments of call taker and dispatch trainee candidates. The trainees will be hired into limited term positions and move to full time positions as they become certified call takers and dispatchers.
- ◆ A budget note directing BOEC to embark on a study to review its long-term staffing requirements as well as operations set-up. BOEC will provide a staffing plan to City Council by December 31, 2016 so that the recommendations may be discussed prior to FY 2017-18 budget development.

Portland Bureau of Emergency Management

The FY 2016-17 Adopted Budget for the Portland Bureau of Emergency Management (PBEM) is \$4.8 million and 19.33 FTE. Significant funding changes for PBEM include:

- ◆ Addition of \$108,102 in ongoing General Fund resources to support an Assistant Program Specialist to identify and train volunteers supporting the Basic Earthquake Emergency Communication Node program and support the Neighborhood Emergency Team program.
- ◆ Spring BMP carryover of \$122,139 in one-time General Fund resources for a limited term Program Coordinator to provide assistance to bureaus developing a Continuity of Operations plan that meets or exceeds basic FEMA standards.
- ◆ Spring BMP carryover of \$115,066 which is comprised of a community preparedness survey and the Natural Hazard Mitigation Plan updates.

Bureau of Fire & Police Disability & Retirement

The total FY 2016-17 Adopted Budget for the Bureau of Fire & Police Disability & Retirement is 1.6% greater than the FY 2014-15 Revised Budget. The pension benefits expenditures increased 4.2% over the FY 2015-16 Revised Budget and the Oregon Public Employee Retirement System contributions are increasing by 7.5%. The Disability and Death Benefits program is budgeted at 27% above in FY 2016-17 than the previous year's budget. The tax levy rate in the FY 2016-17 Adopted Budget is \$1.29 per \$1,000 of Real Market Value

The Bureau of Fire & Police Disability & Retirement's five-year financial plan projects a 26.2% increase in total requirements, net of tax anticipation notes. It is estimated that there will be 2,311 pension recipients in FY 2016-17.

The FY 2016-17 Adopted Budget includes \$24,144 to convert two part-time positions into two full-time positions. These positions will provide fiscal analysis and support the continuity of operations for claims management and payments in the Administration & Support section of the bureau.

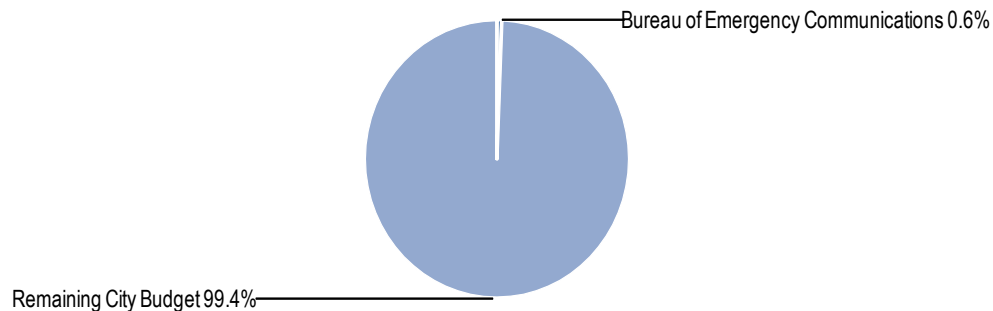
Bureau of Emergency Communications

Public Safety Service Area

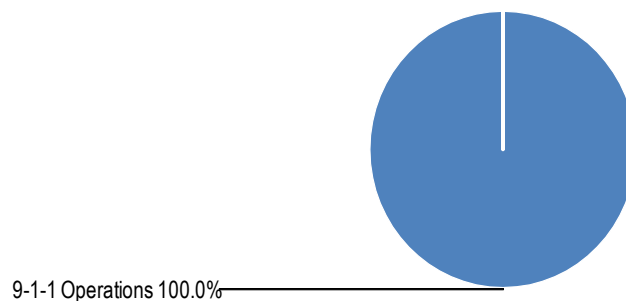
Steve Novick, Commissioner-in-Charge

Lisa Turley, Director

Percent of City Budget



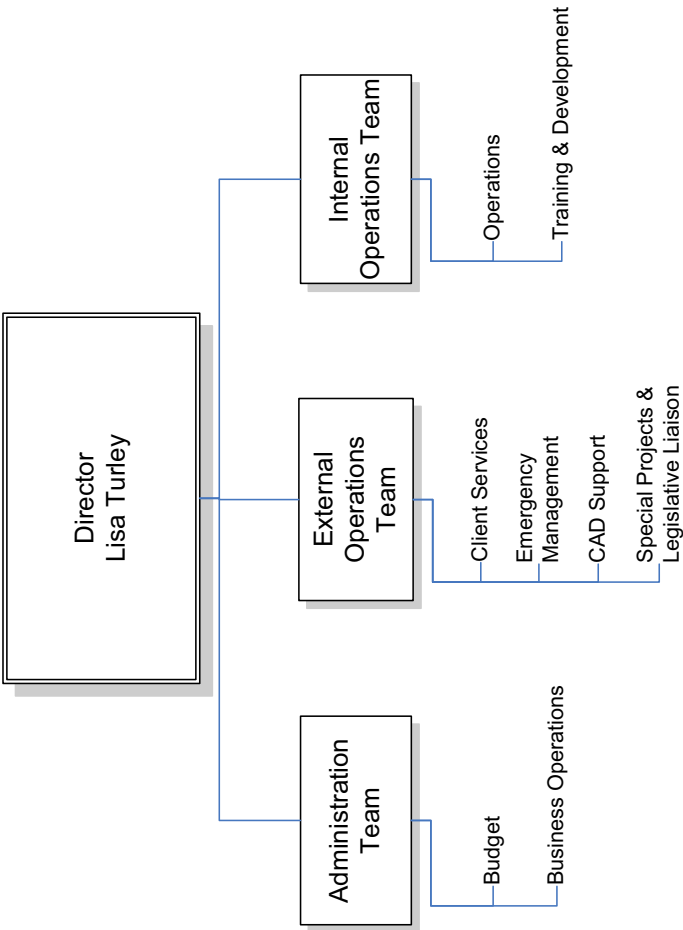
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 24,036,763 | 24,911,190 | 874,427 | 3.64 |
| Capital | 1,400,000 | 0 | (1,400,000) | (100.00) |
| Total Requirements | 25,436,763 | 24,911,190 | (525,573) | (2.07) |
| Authorized Positions | 155.00 | 142.00 | (13.00) | (8.39) |

Bureau of Emergency Communications



Bureau Summary

Bureau Mission

Our mission is to be the vital connection between the community and emergency service responders by answering 9-1-1 and non-emergency public safety calls, triaging for proper response, and dispatching appropriate resources.

Bureau Overview

Emergency Communications provides all 9-1-1 and police non-emergency call answering within Multnomah County. Staff also dispatch police, fire, and medical incident response for all public safety agencies within Multnomah County.

The FY 2016-17 Adopted Budget for Emergency Communications totals \$25 million, which includes the operating budget, debt service for the Computer-Aided-Dispatch system, and contingency. The Adopted Budget contains approval for 142 FTE, with additional on-going funding to support 13 call taker and dispatch trainees in limited term positions. Of the full-time positions, 107 positions are available for emergency communications call-takers, dispatchers, or trainees. The budget is primarily supported by resources from the City of Portland and other regional user jurisdictions, as well as State of Oregon 9-1-1 tax revenues.

Strategic Direction

Operations Staffing Issues

Current operations staff includes 76 certified Emergency Communications Senior Dispatchers and 6 certified Call Takers for a total of 82 certified employees, a level similar to the previous year. In addition, there are 22 trainees. The bureau seeks to maintain 120 FTE in operations, with at least 110 certified and remaining positions filled by trainees.

Maintaining a round-the-clock operation with a lower number of certified staff may lead to increased use of overtime to ensure adequate coverage for all shifts. A less than optimal level of staffing could result in a reduction in service levels for both call-taking (longer wait times) and dispatching (fewer radio nets in operation and less management of responder units). The impacts of low staffing also include retention and recruitment issues.

As partner agencies implement new response strategies, priorities, and requirements, the bureau faces the challenge of providing sufficient staffing levels to meet potentially new obligations. The new response strategies include the Portland Police Bureau's efforts to better manage incidents involving mental health issues, and Portland Fire & Rescue's Rapid Response Vehicles. These partner agency initiatives can have a direct impact on bureau workload and staffing.

Additionally, increased volume of phone calls and response incidents due to the homeless situation has caused an increase of an average of 2,000 contacts per month in 2015.

Summary of Decision Packages

Add Packages

The FY 2016-17 Adopted Budget includes an additional \$858,527 in General Fund ongoing resources and \$233,617 from BOEC partners for a total of \$1,091,376 to fund 13 limited term trainee positions.

Bureau of Emergency Communications

Public Safety Service Area

The additional funding will allow BOEC to continue a minimum of twice per year recruitment of dispatch trainee candidates. The trainees will be hired into limited term positions and move to full time positions as they become certified call takers or dispatchers.

Budget Note

Staffing Study

Council directs the Bureau of Emergency Communications (BOEC) to embark on a study to comprehensively review its long-term staffing requirements as well as operations set-up, including: training, scheduling, ongoing education, and quality control. Such study should assist the bureau in developing strategies and action plans, incorporating the latest trends in the industry to carry out its mission. The bureau shall provide a staffing plan to City Council by December 1, 2016 so that the recommendations may be discussed prior to FY 2017-18 budget development.

9-1-1 Operations

| | |
|---|--|
| Description | The 9-1-1 Operations program provides call-taking and dispatch services to the residents and emergency response agencies of Multnomah County. |
| Goals | The bureau supports the City's goal of ensuring a safe and peaceful community. The bureau's central goal is to provide excellent, timely call-taking and dispatch services. |
| Performance | <p>BOEC's first key performance measure is the percent of emergency calls answered within 20 seconds. Performance on this measure has been slowly but steadily increasing, from 86% in FY 2003-04 to 100% in FY 2014-15. The goal established by the User Board is 90%.</p> <p>The bureau's other key performance measures track dispatch times for high priority police, fire, and emergency medical calls from the point at which the call comes in until the "attempt to dispatch" action. The performance target times for dispatch vary by call type: for police the goal is to dispatch 90% of high priority calls in 120 seconds, for fire the goal is 60 seconds; for medical calls the goal is 90 seconds. The percentage of high priority calls dispatched within these time frames during FY 2014-15 was 70% for police calls, 67% for fire calls, and 72% for medical calls.</p> <p>The average time to answer an emergency call has fluctuated over the past several years due in part to reduced staffing levels, requests by partner agencies to better triage calls, and implementation of a new CAD system. In FY 2014-15, the average time to answer an emergency call was one second.</p> <p>Recruitment, training, and retention are a continuing challenge for the bureau, and certified staff numbers are low by historical standards. The bureau goal is to holds two academies each year for up to 11 trainees per academy, and to certify 50% of the trainees. Certification success has averaged about 31% with 55 staff certified from 180 hired in the recent 10 years with 15 active in the training program. During these 10 years attrition has average about 7.5 FTE per year, in the last year it has been higher than the average and in the next five years attrition is projected to be up to 10 certified staff per year.</p> |
| Changes to Services and Activities | The additional resources will result in continued funding of on-going positions and new trainees to assure an adequate level of recruitment and training of new call takers and dispatch positions to offset the anticipated departure of up to ten certified employees per year for the next five years. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 138.00 | 141.00 | 155.00 | 142.00 | 142.00 |
| Expenditures | | | | | |
| 9-1-1 Operations | 4,455,640 | 5,360,732 | 8,145,414 | 7,684,616 | 7,682,507 |
| BOEC-Indirect Costs | 842,098 | 879,583 | 965,115 | 1,010,789 | 1,010,789 |
| BOEC-Operating Costs | 12,625,455 | 12,899,183 | 12,859,267 | 12,846,909 | 12,846,909 |
| Total Expenditures | 17,923,193 | 19,139,498 | 21,969,796 | 21,542,314 | 21,540,205 |

Bureau of Emergency Communications

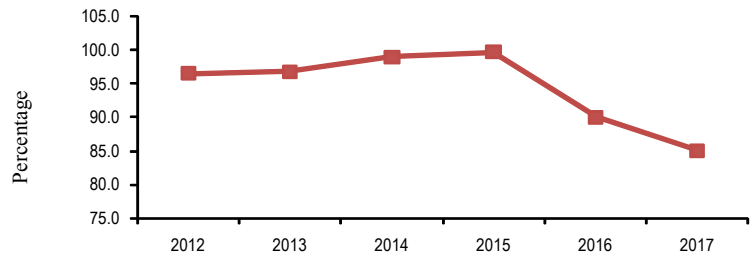
Public Safety Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Percentage of emergency 9-1-1 calls answered within 20 seconds | 99.0% | 99.7% | 90.0% | 90.0% | 85.0% |
| Percentage of police "emergency priority" calls dispatched within 120 seconds | 73% | 70% | 80% | 80% | 75% |
| Percentage of fire "urgent priority" calls dispatched within 60 seconds | 67% | 67% | 75% | 75% | 70% |
| Percentage of medical "priority emergency, one, or two" calls dispatched within 90 seconds | 72% | 72% | 80% | 80% | 75% |
| Effectiveness | | | | | |
| Average time to answer emergency 9-1-1 calls (in seconds) | 1 | 1 | 5 | 5 | 8 |
| Efficiency | | | | | |
| Number of overtime hours | 10,656 | 10,969 | 14,000 | 15,000 | 15,000 |
| Percent of new hires who graduated from academy | 100% | 100% | 75% | 75% | 75% |
| Workload | | | | | |
| Total number of emergency telephone line calls | 486,353 | 526,243 | 500,000 | 500,000 | 500,000 |
| Total number of nonemergency telephone line calls | 286,193 | 299,007 | 300,000 | 300,000 | 300,000 |
| Number of calls per emergency communications operator | 7,023 | 7,502 | 7,000 | 7,000 | 8,000 |
| Number of calls per capita | 1.03 | 1.10 | 1.00 | 1.00 | 1.00 |

Performance Measures

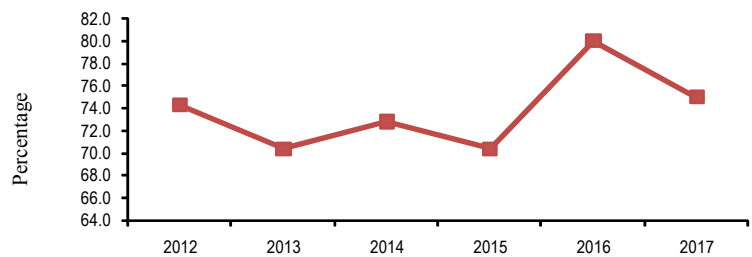
% of Emergency Calls Answered Within 20 Seconds

The Bureau of Emergency Communications User Board has adopted a performance goal of 90%, which the bureau has consistently exceeded in recent years. Since 2009, emergency answer time has averaged four seconds.



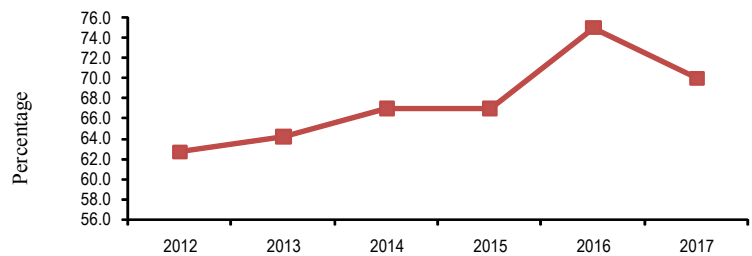
% of Police High Priority Calls Dispatched Within 120 Seconds

Dispatch times for police urgent calls improved in 2015, with 72% of calls dispatched within 120 seconds. The FY 2015-16 VCAD upgrade project will resolve existing availability and maintenance issues with the system, which may lead to improved dispatch times in future years.



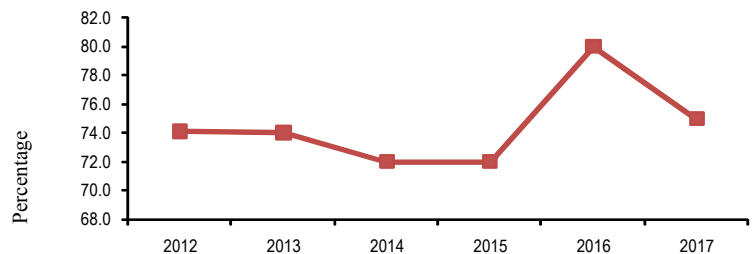
% of Fire Urgent Priority Calls Dispatched Within 60 Seconds

Performance on this measure has steadily improved over the last few years. By proactively upgrading the VCAD system in FY 2015-16, dispatch performance issues related to CAD system function will likely be avoided.



% of Medical Urgent Priority Calls Dispatched Within 90 Seconds

The primary cause of the slower dispatch times by BOEC was the update to call-taking procedures to support Portland Fire & Rescue (PFR) initiatives and to provide additional information to PFR. While this takes more time for BOEC, gathering additional information may enable first responders to arrive on the scene faster, so the total response time may not significantly change.



Bureau of Emergency Communications

Summary of Bureau Budget

Public Safety Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 327,690 | 357,937 | 350,000 | 349,000 | 349,000 |
| Intergovernmental | 6,780,293 | 6,836,238 | 7,531,416 | 7,784,545 | 7,784,545 |
| Miscellaneous | 11,105 | 32,198 | 10,000 | 10,000 | 10,000 |
| Total External Revenues | 7,119,088 | 7,226,373 | 7,891,416 | 8,143,545 | 8,143,545 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 13,744,216 | 15,805,043 | 16,017,266 | 15,681,759 | 15,681,759 |
| Total Internal Revenues | 13,744,216 | 15,805,043 | 16,017,266 | 15,681,759 | 15,681,759 |
| Beginning Fund Balance | 2,483,431 | 2,617,343 | 1,528,081 | 1,085,886 | 1,085,886 |
| Total Resources | \$23,346,735 | \$25,648,759 | \$25,436,763 | \$24,911,190 | \$24,911,190 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 13,668,846 | 14,349,345 | 15,314,982 | 16,240,899 | 16,222,467 |
| External Materials and Services | 784,439 | 927,300 | 1,170,805 | 819,511 | 819,511 |
| Internal Materials and Services | 3,473,628 | 3,864,713 | 4,584,009 | 4,481,904 | 4,498,227 |
| Capital Outlay | 0 | 0 | 900,000 | 0 | 0 |
| Total Bureau Expenditures | 17,926,913 | 19,141,358 | 21,969,796 | 21,542,314 | 21,540,205 |
| Fund Expenditures | | | | | |
| Debt Service | 1,348,675 | 1,364,098 | 1,395,141 | 1,412,541 | 1,412,541 |
| Contingency | 0 | 0 | 987,923 | 1,077,289 | 1,075,736 |
| Fund Transfers - Expense | 1,453,804 | 3,615,305 | 1,083,903 | 879,046 | 882,708 |
| Total Fund Expenditures | 2,802,479 | 4,979,403 | 3,466,967 | 3,368,876 | 3,370,985 |
| Ending Fund Balance | 2,617,343 | 1,527,998 | 0 | 0 | 0 |
| Total Requirements | \$23,346,735 | \$25,648,759 | \$25,436,763 | \$24,911,190 | \$24,911,190 |
| Programs | | | | | |
| 9-1-1 Operations | 17,923,193 | 19,139,498 | 21,969,796 | 21,542,314 | 21,540,205 |
| Administration & Support | 3,720 | 1,860 | 0 | 0 | 0 |
| Total Programs | 17,926,913 | 19,141,358 | 21,969,796 | 21,542,314 | 21,540,205 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|------------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000436 | Administrative Supervisor I | 59,800 | 79,726 | 1.00 | 78,708 | 1.00 | 79,388 | 1.00 | 79,388 |
| 30000441 | Business Operations Manager | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30001533 | Business Systems Analyst, Principal | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000449 | Business Systems Analyst, Sr | 69,285 | 92,498 | 1.00 | 87,648 | 1.00 | 90,648 | 1.00 | 90,648 |
| 30000031 | Emerg Commun Call Taker | 43,650 | 56,790 | 10.00 | 502,628 | 10.00 | 506,870 | 10.00 | 506,870 |
| 30000034 | Emerg Commun Dispatcher, Sr | 55,921 | 72,756 | 95.00 | 6,139,984 | 95.00 | 6,256,793 | 95.00 | 6,256,793 |
| 30000786 | Emerg Commun Operations Mgr | 94,931 | 128,627 | 1.00 | 111,780 | 1.00 | 115,600 | 1.00 | 115,600 |
| 30000787 | Emerg Commun Operations Mgr, Assistant | 76,294 | 102,544 | 2.00 | 200,984 | 2.00 | 204,120 | 2.00 | 204,120 |
| 30000035 | Emerg Commun Police Dispatcher | 53,826 | 69,990 | 2.00 | 139,992 | 2.00 | 139,992 | 2.00 | 139,992 |
| 30000789 | Emerg Commun Program Manager | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000785 | Emerg Commun Supervisor | 69,285 | 92,498 | 15.00 | 1,245,993 | 14.00 | 1,188,988 | 14.00 | 1,188,988 |
| 30000835 | Emerg Commun Support Specialist | 34,445 | 49,462 | 2.00 | 95,622 | 2.00 | 98,220 | 2.00 | 98,220 |
| 30000788 | Emerg Commun Training & Dev Mgr | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000429 | Emergency Communications Director | 112,195 | 160,618 | 1.00 | 160,620 | 1.00 | 160,620 | 1.00 | 160,620 |
| 30000487 | Emergency Management Program Manager | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000568 | Financial Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000013 | Office Support Specialist III | 44,075 | 58,406 | 3.00 | 167,400 | 3.00 | 168,898 | 3.00 | 168,898 |
| 30000531 | Training & Development Analyst | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| TOTAL FULL-TIME POSITIONS | | | | 142.00 | 9,788,099 | 141.00 | 9,866,877 | 141.00 | 9,866,877 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000449 | Business Systems Analyst, Sr | 69,285 | 92,498 | 1.00 | 82,404 | 1.00 | 82,404 | 1.00 | 82,404 |
| 30000032 | Emerg Commun Dispatcher, Trainee | 43,650 | 50,546 | 11.25 | 513,840 | 0.00 | 0 | 0.00 | 0 |
| 30001028 | Emerg Commun Lateral Police Disp, Trnee | 48,135 | 62,619 | 0.75 | 36,099 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 13.00 | 632,343 | 1.00 | 82,404 | 1.00 | 82,404 |
| GRAND TOTAL | | | | 155.00 | 10,420,442 | 142.00 | 9,949,281 | 142.00 | 9,949,281 |

Bureau of Emergency Communications

Budget Decisions

Public Safety Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|------------------|----------------|-------------------|---------------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 20,326,874 | 0 | 20,326,874 | 142.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 1,091,376 | 0 | 1,091,376 | 0.00 | Funding for the equivalent of 13 dispatch positions |
| | 20,740 | 104,877 | 125,617 | 0.00 | OMF interagency balancing |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | (1,553) | (1,553) | 0.00 | Increase General Fund overhead payment |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | (2,109) | (2,109) | 0.00 | Increase General Fund overhead payment |
| | 1,112,116 | 101,215 | 1,213,331 | 0.00 | Total FY 2016-17 Decision Packages |
| | | | 21,540,205 | 142.00 | Total Adopted Budget |

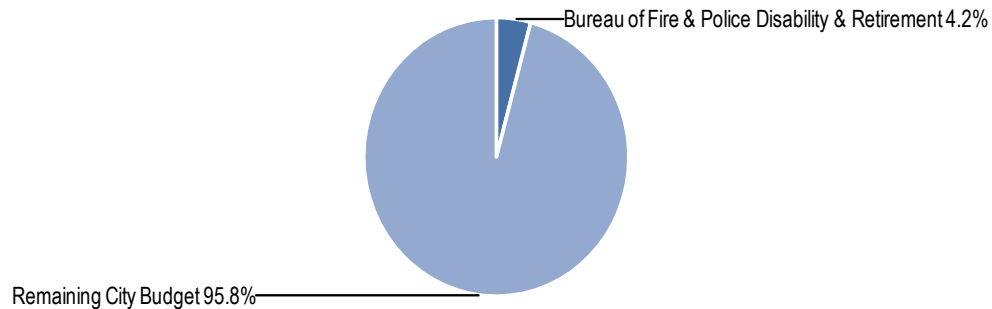
Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

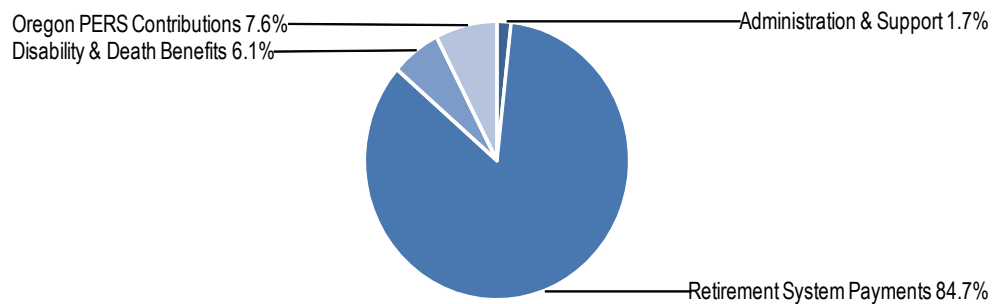
Mayor Charlie Hales, Commissioner-in-Charge

Samuel Hutchison, Director

Percent of City Budget



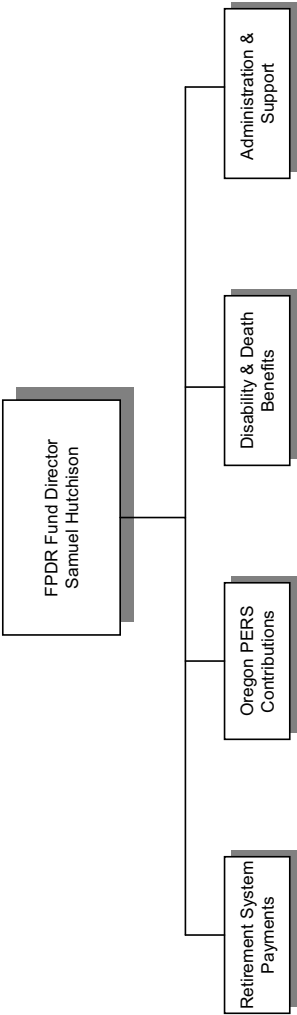
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 175,911,939 | 178,688,312 | 2,776,373 | 1.58 |
| Capital | 80,320 | 46,000 | (34,320) | (42.73) |
| Total Requirements | 175,992,259 | 178,734,312 | 2,742,053 | 1.56 |
| Authorized Positions | 16.50 | 17.00 | 0.50 | 3.03 |

Bureau of Fire & Police Disability & Retirement



Bureau Summary

Bureau Mission

The mission of the Bureau of Fire & Police Disability & Retirement is to deliver peace of mind to our fire and police members and their survivors by providing disability and retirement benefits in a timely, compassionate, and fiscally responsible manner.

Bureau Overview

The Bureau of Fire & Police Disability & Retirement (FPDR) consists of four programs: two retirement programs - Retirement System Payments and Oregon Public Employees Retirement System (PERS) Contributions, Disability and Death Benefits, and Administration and Support.

Retirement System Payments

The Retirement System Payments program governs direct pension benefits to members hired before January 1, 2007 and their survivors and alternate payees. The FY 2016-17 Adopted Budget is \$113.3 million, including \$104,000 for program delivery. This is an increase of \$4.6 million or 4.2% over the FY 2015-16 Revised Budget. It is estimated that there will be 2,252 pension recipients in FY 2016-17.

Disability and Death Benefits

The Disability and Death Benefits program administers all direct benefit costs for disability (i.e., lost time from work), medical claims, vocational rehabilitation, and death benefits. Estimated expenditures for FY 2016-17 total \$8.1 million, a decrease of \$2.9 million or 27% from the FY 2015-16 Revised Budget. The decrease is largely the result of a \$2.8 million claim settlement in the FY 2015-16 Revised Budget. The program budget includes \$1.1 million of costs related to program delivery.

Oregon PERS Contributions

The Oregon PERS Contributions program manages the reimbursements to Portland Fire & Rescue and the Portland Police Bureau for PERS contributions made on behalf of firefighters and police officers hired after 2006. Program expenditures are budgeted at \$10.1 million for FY 2016-17, an increase of \$0.7 million or 7.5% over the FY 2015-16 Revised Budget.

Administration and Support

The Administration and Support program includes all other costs of operating the bureau. Budgeted expenditures in the Administration and Support program total \$2.3 million, an increase of \$129,000 or 6.0% from the FY 2015-16 Revised Budget. The Administration and Support budget represents 1.7% of total bureau requirements. Including delivery costs allocated to the retirement and disability programs, the percentage is 2.6%.

Strategic Direction

Citywide plans and policies, such as the Portland Plan or Comprehensive Plan, do not contain FPDR-specific goals. However, as a provider of pension and disability benefits for the City's sworn workforce, FPDR's work contributes to the City goal to prioritize human and environmental health and safety. Benefits play an important role in recruiting and retaining the most qualified police officers and fire fighters.

FPDR adopted a new three-year strategic plan in fall of 2015. The plan has five major themes:

Disability Program Development

To reduce on-the-job injuries and return employees to work as quickly as possible, FPDR will work with the Fire and Police Bureaus to identify high-frequency injury causes, create injury reduction programs, and expand transitional duty and vocational rehabilitation opportunities.

Member Service Improvement

To improve member understanding of benefits, FPDR has published a Plan Summary document. FPDR will also develop and distribute new instructions for filing disability claims and offer a wider array of retirement planning services.

Technology Investment

FPDR will enhance technology associated with continuity of operations plans, expand a self-service web portal, and continue efforts to transition from paper-based to electronic processes.

Investment in Staff

FPDR will identify opportunities for cross-training and career development that will both prepare employees for advancement and ensure backup availability for critical tasks. FPDR will also encourage staff participation in diversity activities and trainings.

Board Development

FPDR will create a new education program for both new and experienced trustees, and work with the Mayor's office to identify diverse candidate pools for future vacancies in appointed positions.

Summary of Budget Decisions

Adds

Reclassify Positions: Finance & Business Systems

FPDR has one decision package in the FY 2016-17 Adopted Budget, to convert two part-time positions (1.5 FTE) to two full-time positions (2.0 FTE) at a cost of \$24,144. One position will remain a senior financial analyst, while the second will be down-classed from a senior financial analyst to a management analyst. The package will allow FPDR to address the most critical staffing risk to continuity of operations, the bureau's dependence on a single employee (the senior business systems analyst) to operate and maintain the FPDR database. The database is used to make all benefit payments and to track vital member and survivor data. The new management analyst will back up the senior business systems analyst half-time and assist with finance tasks half-time.

Retirement System Payments

| | |
|---|---|
| Description | This program provides pension benefits to retired sworn members of the Fire and Police Bureaus, hired prior to January 1, 2007, and their survivors and alternate payees. |
| Goals | Retirement benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to prioritize human and environmental health and safety. |
| Performance | <p>Actuarial assumptions based on prior experience predict that the number of service retirements will increase significantly in FY 2015-16 and FY 2016-17. However retirement patterns, which are influenced by the demographics of the membership and collective bargaining agreements among other factors, are highly variable and somewhat unpredictable. The number of members participating in pre-retirement workshops tripled in FY 2015-16. The number of pre-retirement pension estimates has also increased significantly over the last two years. These indicators may foretell increased retirements in the near future but may also be the result of FPDR's increased member outreach in this area.</p> <p>Despite the increase in pension estimates, the percentage of estimates prepared within one week is expected to increase from 73% to 82%, above FPDR's goal of 80%. This is primarily because both senior financial analysts began preparing pension estimates this year.</p> |
| Changes to Services and Activities | <p>In response to a recommendation of the 2015 pension program audit, FPDR has expanded its efforts to support retirement readiness among working members. FPDR has begun proactively contacting members who are eligible to retire now or within two years but have not received a recent pension estimate. As a result the percentage of such members who have a recent pension estimate has increased from 50% to 60% over the last six months. FPDR has also revised its pension estimate presentations to highlight the percent of wages replaced by an FPDR pension, a perspective that may be useful for members still several years from retirement.</p> <p>Annual benefit adjustments for FPDR 2 retirees are at the discretion of the FPDR Board of Trustees, although City Charter prohibits the Board from granting adjustments in excess of those awarded to public safety Oregon Public Employees Retirement System (PERS) retirees. In the past the Board has made adjustments in step with PERS. The PERS adjustment methodology will change beginning July 1, 2016 to a service-based blend of adjustment rates: 1.23% - 2.00% (depending on the year of retirement) for the percentage of service prior to October 2013 and 1.25% for later service on the first \$60,000 of base annual pension and 0.15% for any amount over \$60,000. The FPDR Board has elected to do the same for the July 1, 2016 FPDR 2 adjustment, except that 1.25% will be applied to the full base annual pension for the percentage of service after October 7, 2013.</p> |

Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Expenditures | | | | | |
| Pension Benefits | 103,127,052 | 103,355,638 | 108,553,215 | 113,153,000 | 113,153,000 |
| Retirement Administration and Support | 89,362 | 94,704 | 98,226 | 104,241 | 104,241 |
| Retirement System Payments | (1,213) | 0 | 0 | 0 | 0 |
| Total Expenditures | 103,215,201 | 103,450,342 | 108,651,441 | 113,257,241 | 113,257,241 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Number of FPDR 2 retirements from active service | 26 | 40 | 65 | 59 | 59 |
| Effectiveness | | | | | |
| Percentage of workshop participants who rated workshop helpful | 100% | 100% | 100% | 100% | 100% |
| Percentage of members whose final pay was 99% or more of last estimate | 100% | 100% | 100% | 100% | 100% |
| Percentage of FPDR 2 members now or soon-to-be retirement eligible who received a pension estimate in the last two years | NA | 50% | 60% | 65% | 65% |
| Efficiency | | | | | |
| Percentage of pension estimates processed within one week | 69% | 73% | 82% | 80% | 80% |
| Workload | | | | | |
| Number of pension estimates | 219 | 240 | 293 | 293 | 293 |
| Number of Fire & Police Disability & Retirement 1 and 2 pension recipients | 2,106 | 1,972 | 2,225 | 2,311 | 2,311 |
| Number of pre-retirement workshop participants | 30 | 53 | 147 | 75 | 75 |

Disability & Death Benefits

| | |
|---|---|
| Description | This program provides disability benefits for injuries and illnesses, medical benefits, vocational rehabilitation benefits, and funeral benefits for sworn members of the Fire and Police Bureaus and their survivors. |
| Goals | Disability benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to prioritize human and environmental health and safety. |
| Performance | <p>The percentage of the sworn workforce on disability at June 30 is expected to decline again in FY 2015-16 and remain at about 4%, reflecting the fact that fewer members are on long-term disability. The number of members on long-term disability has decreased by 27% over the last two years as members currently on long-term disability retire and fewer members transition from short-term to long-term disability. While fewer disability claims are receiving a decision within 30 days, about 90% of claims decisions are still made within the bureau's target of 60 days, and nearly all claims receive a decision within 90 days.</p> <p>All other performance and workload measures are essentially stable with the exception of medical cost savings, which fluctuates with medical bills (a highly variable figure).</p> |
| Changes to Services and Activities | No significant changes. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 8.00 | 8.00 | 8.00 | 8.00 | 8.00 |
| Expenditures | | | | | |
| Disability & Death Benefits | 93,518 | 83,047 | 0 | 0 | 0 |
| Disability Administration and Support | 939,925 | 942,307 | 3,684,338 | 1,084,982 | 1,084,982 |
| Funeral | 47,400 | 17,693 | 77,600 | 73,400 | 73,400 |
| Long-term Disability | 2,541,037 | 2,074,293 | 1,990,000 | 1,745,000 | 1,745,000 |
| Medical | 2,981,890 | 2,128,131 | 3,238,000 | 3,063,000 | 3,063,000 |
| Return to Work | 325,216 | 453,743 | 445,000 | 388,000 | 388,000 |
| Short-term Disability | 1,515,929 | 1,545,785 | 1,622,000 | 1,760,000 | 1,760,000 |
| Vocational Rehabilitation | 720 | 0 | 10,000 | 10,300 | 10,300 |
| Total Expenditures | 8,445,635 | 7,244,999 | 11,066,938 | 8,124,682 | 8,124,682 |

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Number of disability claims filed | 343 | 360 | 356 | 356 | 356 |
| Percentage of workforce on disability at June 30 | 4.6% | 4.2% | 4.0% | 4.0% | 4.0% |
| Effectiveness | | | | | |
| Amount of medical cost savings | \$2,005,553 | \$1,306,255 | \$1,615,464 | \$1,298,046 | \$1,298,046 |
| Savings as a percentage of total medical costs | 44.7% | 38.8% | 41.4% | 42.4% | 42.4% |

Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| Percentage of disability claims decisions in 90 days | 99% | 100% | 97% | 97% | 97% |
| Percentage of disability claims decisions in 60 days | 93% | 93% | 90% | 90% | 90% |
| Percentage of disability claims decisions in 30 days | 65% | 67% | 55% | 55% | 55% |
| Workload | | | | | |
| Number of members on short-term disability | 230 | 243 | 243 | 243 | 243 |
| Number of medical bills | 4,351 | 4,114 | 4,164 | 4,159 | 4,159 |
| Number of long-term disability recipients | 55 | 48 | 40 | 40 | 40 |

Administration & Support

| | |
|---|--|
| Description | This program provides the general administrative and support services that the bureau requires to fulfill its mission. |
| Goals | By providing the administrative and support services needed to deliver the retirement and disability benefits that are essential in recruiting and retaining the most qualified individuals for important public safety operations, this program contributes to the City's goal to prioritize human and environmental health and safety. |
| Performance | For FY 2016-17 administrative costs as a percentage of the total bureau budget are expected to increase slightly from 1.65% to 1.69%. This is primarily because of the addition of 0.5 FTE to the program at a cost of \$24,144. |
| Changes to Services and Activities | <p>The bureau continues to implement member service improvements. A new web portal for current sworn employees came online in 2015; these members can now complete a number of tasks online, such as updating their personal information or viewing past benefit payments. Currently the portal can only be accessed from a City of Portland device; FPDR's goal is to expand portal access to non-City devices and retirees in the coming year.</p> <p>FPDR has a decision package in this budget to reclassify two part-time senior financial analyst positions to one full-time senior financial analyst and one full-time management analyst. One of the current part-time positions is vacant. This change will allow FPDR to hire a management analyst to serve as back-up FPDR database administrator, thereby addressing a serious threat to the bureau's continuity of operations. The finance function will retain its current staffing levels, as the management analyst will be devoted to finance duties half time.</p> |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 7.20 | 7.80 | 7.50 | 8.00 | 8.00 |
| Expenditures | | | | | |
| Administration & Support | 2,697,283 | 2,116,205 | 2,152,263 | 2,281,577 | 2,281,577 |
| Total Expenditures | 2,697,283 | 2,116,205 | 2,152,263 | 2,281,577 | 2,281,577 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Administrative cost as a percentage of bureau budget | 2.20% | 1.57% | 1.65% | 1.67% | 1.69% |
| FPDR tax levy rate (per \$1,000 of Real Market Value) | \$1.62 | \$1.48 | \$1.29 | \$1.29 | \$1.29 |

Oregon PERS Contributions

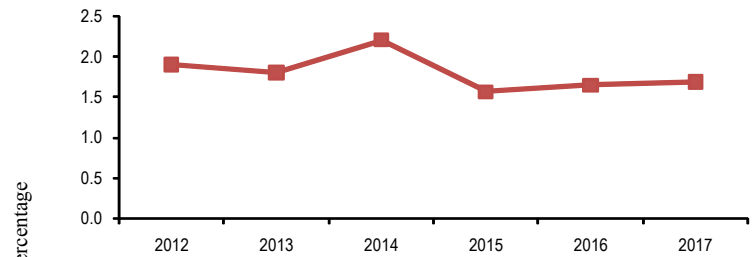
| | |
|---|---|
| Description | This program reimburses the Police and Fire Bureaus for the contributions they make to the Oregon Public Employees Retirement System (PERS) on behalf of their sworn members hired after 2006. Expenses are determined by the number of those members, their pensionable pay, and PERS contribution rates. |
| Goals | Retirement benefits are essential in recruiting and retaining the most qualified individuals for important public safety operations. Thus, this program contributes to the City goal to prioritize human and environmental health and safety. |
| Performance | FPDR does not have performance measures for this program, which simply reimburses the Police and Fire Bureaus for actual expenses. The measure below shows the percentage of the sworn workforce covered by PERS each year, expected to be more than one-third by FY 2016-17. As this percentage grows, expenditures for the Oregon PERS Contributions program will also increase, until they eventually overtake FPDR direct pension benefits (under the Retirement Systems Payment program) as the bureau's single largest expense. |
| Changes to Services and Activities | No significant changes. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-------------------------------------|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| Expenditures | | | | | |
| Oregon PERS Contributions | 5,998,321 | 6,952,685 | 9,400,000 | 10,100,000 | 10,100,000 |
| Total Expenditures | 5,998,321 | 6,952,685 | 9,400,000 | 10,100,000 | 10,100,000 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percent of workforce who are FPDR 3 | 25% | 27% | 32% | 36% | 36% |

Performance Measures

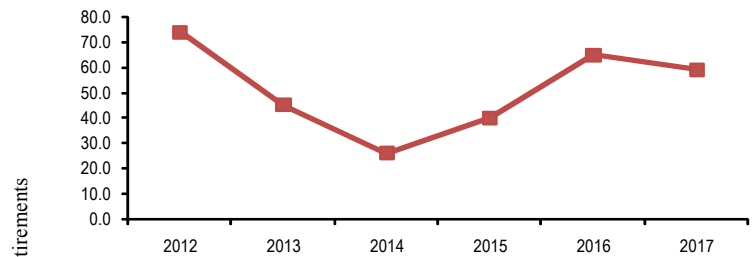
Administrative Cost as a Percentage of Bureau Budget

Administrative costs have hovered between 1.6% and 2.0% of bureau requirements in recent years with a brief spike in FY 2013-14, when the bureau had significant one-time legal expenses and the overall FPDR budget did not grow substantially. Administrative costs are projected to remain at about 1.7% of bureau requirements in FY 2016-17. If program delivery costs allocated to the retirement and disability programs are included, administrative costs in FY 2016-17 would be approximately 2.6% of the bureau budget.



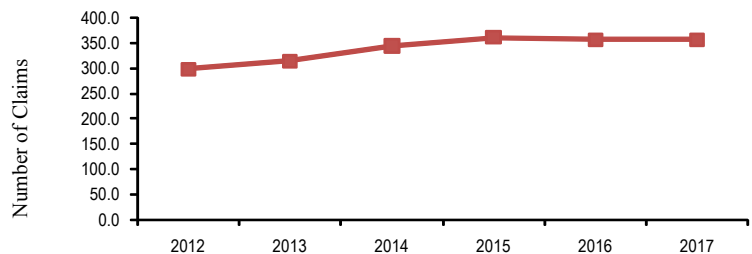
Number of FPDR 2 Retirements from Active Service

The number of retirements fluctuates from year to year, largely due to the demographics of the sworn workforce. Labor negotiations also affect retirement patterns. Projections based on actuarial assumptions (which take into account the age and length of service of the current workforce and past retirement patterns) predict a wave of retirements in FY 2015-16 and FY 2016-17. The large number of retirements in FY 2011-12 can be partly attributed to the fact that there were two periods in that fiscal year when the final pay calculation included an extra pay date.



Disability Claims Filed

The number of disability claims filed varies from year to year but has averaged 339 over the last three years. FPDR predicts there will be about 350 claims filed in both FY 2015-16 and FY 2016-17.

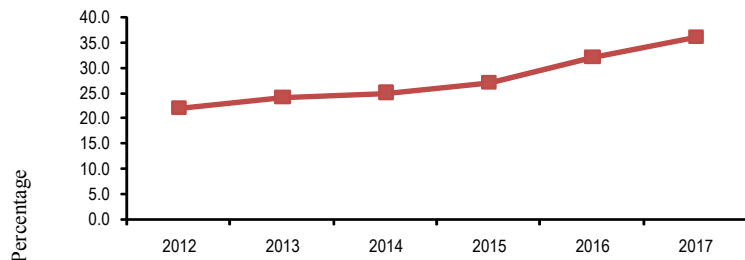


Bureau of Fire & Police Disability & Retirement

Public Safety Service Area

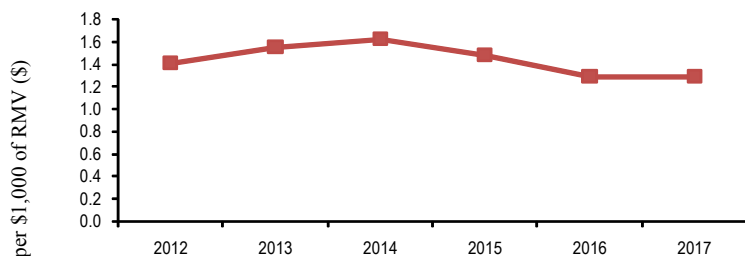
Percentage of Workforce Who are FPDR 3

FPDR 3 members are those hired on or after January 1, 2007 and are members of the Oregon Public Public Employee Retirement System (PERS) for retirement benefits. FPDR reimburses the Fire and Police Bureaus for the PERS contributions they make on behalf of these members. The percent of the workforce who are FPDR 3 is expected to grow annually until it reaches 100% over the next several decades. In time, FPDR will spend more on PERS contributions for FPDR 3 members than it does on direct pension benefits for FPDR 1 and 2 members.



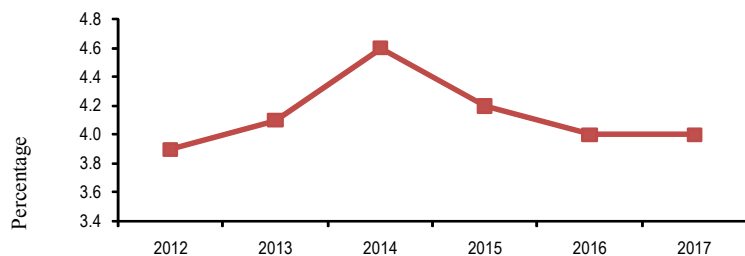
FPDR Tax Rate Per \$1,000 of RMV (\$)

Chapter 5 of the Portland City Charter provides FPDR with dedicated property tax levy authority of up to \$2.80 per \$1,000 of Real Market Value (RMV). The rate continues to be well below this limit and is projected to be \$1.29 in FY 2016-17. The most recent tax levy adequacy analysis, prepared by independent actuaries, estimates there is less than a five percent probability that FPDR requirements will exceed the levy limit over the next 20 years.



Percentage of Workforce on Disability at June 30

The percent of the sworn workforce on disability has declined since the Charter reforms of 2007, and has again declined from a brief peak in FY 2013-14. The percentage shown includes those on short-term disability as well as long-term disability. While the number of members on short-term disability fluctuates widely from pay period to pay period, the number of members on long-term disability has decreased steadily since 2007.



| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Taxes | 119,378,897 | 122,814,273 | 122,058,820 | 128,071,818 | 128,071,818 |
| Charges for Services | 34 | 26 | 0 | 0 | 0 |
| Bond & Note | 26,930,235 | 25,815,144 | 31,885,000 | 34,476,000 | 34,476,000 |
| Miscellaneous | 579,603 | 348,880 | 296,200 | 443,200 | 443,200 |
| Total External Revenues | 146,888,769 | 148,978,323 | 154,240,020 | 162,991,018 | 162,991,018 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 9,046 | 254 | 1,500,000 | 1,500,000 | 1,500,000 |
| Interagency Revenue | 542,200 | 796,492 | 1,037,200 | 905,200 | 905,200 |
| Total Internal Revenues | 551,246 | 796,746 | 2,537,200 | 2,405,200 | 2,405,200 |
| Beginning Fund Balance | 14,949,476 | 14,511,433 | 19,215,039 | 13,338,094 | 13,338,094 |
| Total Resources | \$162,389,491 | \$164,286,502 | \$175,992,259 | \$178,734,312 | \$178,734,312 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 1,757,833 | 1,849,884 | 2,003,000 | 2,086,912 | 2,086,912 |
| External Materials and Services | 112,035,728 | 109,869,239 | 118,750,333 | 120,468,600 | 120,468,600 |
| Internal Materials and Services | 6,873,482 | 7,967,855 | 10,444,909 | 11,161,988 | 11,161,988 |
| Capital Outlay | 69,040 | 77,253 | 72,400 | 46,000 | 46,000 |
| Total Bureau Expenditures | 120,736,083 | 119,764,231 | 131,270,642 | 133,763,500 | 133,763,500 |
| Fund Expenditures | | | | | |
| Debt Service | 27,032,276 | 25,908,928 | 32,277,309 | 34,899,037 | 34,899,037 |
| Contingency | 0 | 0 | 10,081,882 | 7,668,741 | 7,668,111 |
| Fund Transfers - Expense | 109,699 | 145,911 | 1,612,426 | 1,653,034 | 1,653,664 |
| Total Fund Expenditures | 27,141,975 | 26,054,839 | 43,971,617 | 44,220,812 | 44,220,812 |
| Ending Fund Balance | 14,511,433 | 18,467,432 | 750,000 | 750,000 | 750,000 |
| Total Requirements | \$162,389,491 | \$164,286,502 | \$175,992,259 | \$178,734,312 | \$178,734,312 |
| Programs | | | | | |
| Administration & Support | 2,697,283 | 2,116,205 | 2,152,263 | 2,281,577 | 2,281,577 |
| Disability & Death Benefits | 8,445,635 | 7,244,999 | 11,066,938 | 8,124,682 | 8,124,682 |
| Oregon PERS Contributions | 5,998,321 | 6,952,685 | 9,400,000 | 10,100,000 | 10,100,000 |
| Retirement System Payments | 103,215,201 | 103,450,342 | 108,651,441 | 113,257,241 | 113,257,241 |
| Traffic Safety | 379,643 | 0 | 0 | 0 | 0 |
| Total Programs | 120,736,083 | \$119,764,231 | \$131,270,642 | \$133,763,500 | \$133,763,500 |

Bureau of Fire & Police Disability & Retirement

CIP Summary

Public Safety Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|--|----------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| Maintenance and Reliability | | | | | | | | |
| Database Capital Improvements | 309,581 | 80,320 | 46,000 | 20,000 | 20,000 | 20,000 | 20,000 | 126,000 |
| Total Maintenance and Reliability | 309,581 | 80,320 | 46,000 | 20,000 | 20,000 | 20,000 | 20,000 | 126,000 |
| Total Requirements | 309,581 | 80,320 | 46,000 | 20,000 | 20,000 | 20,000 | 20,000 | 126,000 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000063 | Accountant II | 54,371 | 68,453 | 1.00 | 68,448 | 1.00 | 68,448 | 1.00 | 68,448 |
| 30000449 | Business Systems Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000066 | Claims Technician | 45,427 | 60,216 | 1.00 | 56,784 | 1.00 | 59,322 | 1.00 | 59,322 |
| 30000065 | Claims Technician, Assistant | 35,256 | 50,835 | 1.00 | 50,832 | 1.00 | 50,832 | 1.00 | 50,832 |
| 30000568 | Financial Analyst, Sr | 69,285 | 92,498 | 0.00 | 0 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000412 | FPDR Director | 101,962 | 142,397 | 1.00 | 127,188 | 1.00 | 132,408 | 1.00 | 132,408 |
| 30001384 | FPDR Financial Manager | 88,275 | 117,562 | 1.00 | 117,564 | 1.00 | 117,564 | 1.00 | 117,564 |
| 30000582 | FPDR Operations Manager | 82,098 | 109,346 | 1.00 | 102,300 | 1.00 | 105,092 | 1.00 | 105,092 |
| 30000592 | Legal Assistant, Sr | 59,800 | 79,726 | 1.00 | 79,728 | 1.00 | 79,728 | 1.00 | 79,728 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 0.00 | 0 | 1.00 | 62,796 | 1.00 | 62,796 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 2.00 | 137,975 | 2.00 | 142,271 | 2.00 | 142,271 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 1.00 | 34,440 | 1.00 | 34,440 | 1.00 | 34,440 |
| 30000480 | Workers Comp/Disability Analyst, Sr | 65,957 | 87,963 | 2.00 | 174,831 | 2.00 | 175,920 | 2.00 | 175,920 |
| 30000479 | Workers Compensation/Disability Analyst | 59,800 | 79,726 | 2.00 | 148,032 | 2.00 | 149,904 | 2.00 | 149,904 |
| TOTAL FULL-TIME POSITIONS | | | | 15.00 | 1,190,618 | 17.00 | 1,363,717 | 17.00 | 1,363,717 |
| 30000568 | Financial Analyst, Sr | 69,285 | 92,498 | 1.50 | 138,744 | 0.00 | 0 | 0.00 | 0 |
| TOTAL PART-TIME POSITIONS | | | | 1.50 | 138,744 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 16.50 | 1,329,362 | 17.00 | 1,363,717 | 17.00 | 1,363,717 |

Bureau of Fire & Police Disability & Retirement

Budget Decisions

Public Safety Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|-----------------|----------|--------------------|--------------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 133,806,008 | 0 | 133,806,008 | 16.50 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | (91,168) | 0 | (91,168) | 0.00 | Proposed technical adjustments |
| | 24,144 | 0 | 24,144 | 0.50 | Realignment for Sr. Management Analyst |
| | 24,516 | 0 | 24,516 | 0.00 | OMF interagency balancing |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| | (42,508) | 0 | (42,508) | 0.50 | Total FY 2016-17 Decision Packages |
| | | | 133,763,500 | 17.00 | Total Adopted Budget |

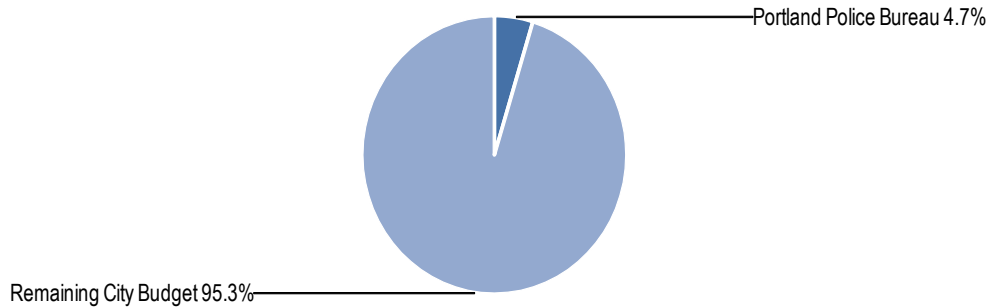
Portland Police Bureau

Public Safety Service Area

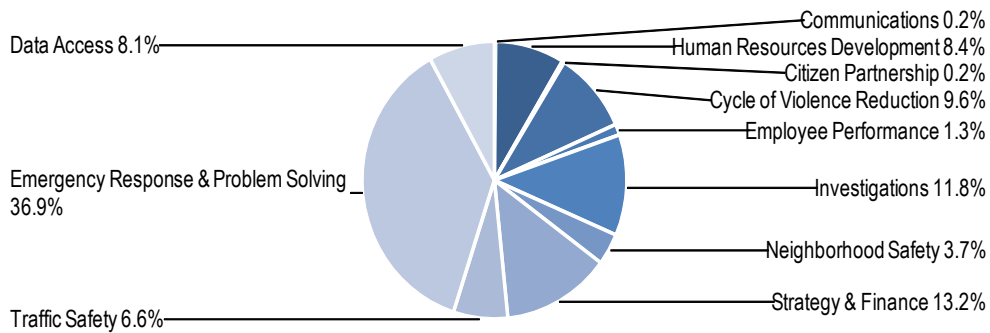
Mayor Charlie Hales, Commissioner-in-Charge

Mike Marshman, Chief of Police

Percent of City Budget



Bureau Programs

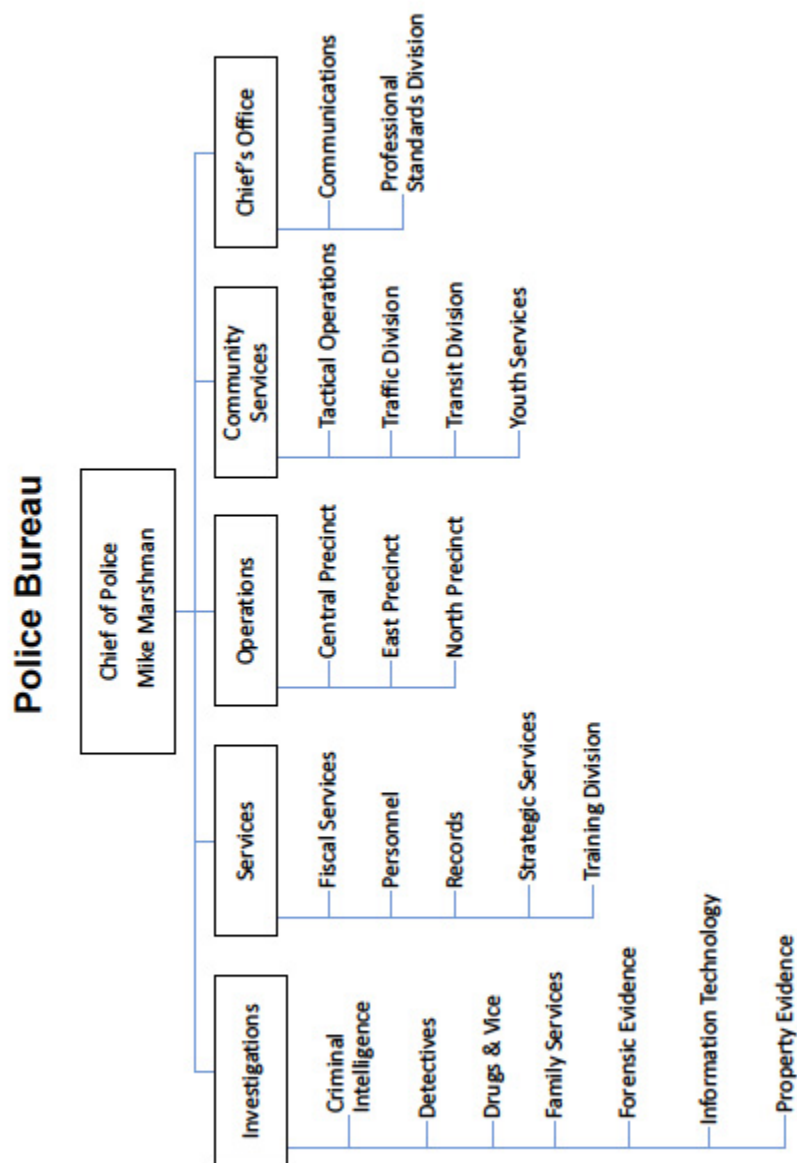


Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 197,105,623 | 201,125,579 | 4,019,956 | 2.04 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 197,105,623 | 201,125,579 | 4,019,956 | 2.04 |
| Authorized Positions | 1,203.42 | 1,226.00 | 22.58 | 1.88 |

Portland Police Bureau

Public Safety Service Area



Bureau Summary

Bureau Mission

The mission of the Portland Police Bureau is to work with the community to create and maintain safe neighborhoods. The bureau reduces crime and the fear of crime by working with all citizens to preserve life, maintain human rights, protect property and promote individual responsibility and community commitment.

The four goals for the Portland Police Bureau reflect a commitment to developing long-term solutions to serious crime issues and to maintaining a safe city. The goals and the strategies that follow are designed to create and sustain healthy, vital neighborhoods:

1. Develop long-term solutions to crime and social disorder
2. Build community trust
3. Create a professional workforce to meet the public safety needs of the city
4. Implement best practices for effective policing

Bureau Overview

The Portland Police Bureau is managed and directed by the Chief of Police with four Assistant Chiefs. The bureau is organized into the Chief's Office and the four branches of Community Services, Investigations, Operations, and Services.

The **Chief's Office** includes the Chief's staff, the Public Information Office, the Communications Unit, Department of Justice (DOJ) Agreement Compliance, the Professional Standards Division, and the Equity and Diversity Office. This office provides strategic direction and leadership for the bureau.

The **Community Services** Branch includes the Emergency Management Unit, the Tactical Operations Division, the Traffic Division, Transit Police, and the Youth Services Division.

The **Investigations Branch** includes the Criminal Intelligence Unit, the Detective Division, the Drugs and Vice Division, the Family Services Division, the Forensic Evidence Division, the Information Technology Division, and the Property Evidence Division.

The **Operations Branch** includes the three precincts, Critical Incident Command, Crowd Control Incident Command, and Rapid Response Team.

The **Services Branch** includes the Fiscal Services Division, the Personnel Division, the Records Division, the Strategic Services Division, and the Training Division.

Strategic Direction

The bureau will continue to build an organization with diverse membership and a diverse leadership team so that anyone in the community can see members of the bureau that look like them. It will continue to provide internal training and education on how equity, culture, and race impacts the job its members do, and to make sure that its policies and practices are inclusive. Finally, the bureau will engage with the community to further relationship-based policing. A well-trained, educated, and diverse workforce focused on the community's priorities is the path to continue building community trust, and will allow the bureau to tailor its public safety response to the requirements of the different segments of the community.

Portland Police Services Integrated with City Plans

The City's strategic plan, the Portland Plan, contains three primary strategies, one of which is a healthy, connected city. The public safety services provided by the Police Bureau support this strategy and the plan's prioritization of human and environmental health and safety. The bureau is dedicated to providing high levels of public safety services in support of the Portland Plan, but struggles to maintain adequate service levels with the recent years of staffing and budget reductions. The bureau is meeting the equity mandates and goals stipulated in the Portland Plan Equity Framework, with specific organizational changes and investments such as creating a Police Bureau Equity and Diversity Office; developing multi-lingual materials that are issued to all officers to help identify if someone needs translation services; tracking data to determine if the bureau is delivering services equitably across the city's geographies; improving public involvement opportunities and tracking the bureau employees' public involvement efforts; participating in the Police Community Relations Committee to facilitate discussions of race and equity as they intersect with police services; and ensuring that the bureau's advisory boards have diverse geographic, socio-economic, gender, racial and cultural representation; and, the Police Bureau Traffic and Transit Divisions specifically support the goals of the Vision Zero plan.

Summary of Budget Decisions

Additions

The FY 2016-17 Adopted Budget includes 11 decision packages which provide funding increases of \$5,586,449 ongoing, \$802,494 one-time, and which establish 28 additional ongoing positions.

Recruitment and Hiring Staffing

The bureau is in a period in which large numbers of sworn employees are eligible to retire. The current number of background investigators is slowing bureau's hiring process, which takes up to six months of the two-year recruitment and hiring of new members. The Adopted Budget provides 16 ongoing positions (14 non-sworn background investigators, one non-sworn recruiter and one non-sworn program manager) with General Fund resources totaling \$1,798,740 ongoing plus \$279,000 in one-time funding for this program. The bureau plans to assess the effectiveness of the unit at this level of staffing for one full year to determine ongoing support requirements.

Equity and Diversity Program Specialist

The bureau has developed a robust strategic equity plan that impacts all areas of the bureau's ongoing organizational, training, hiring, and policy development. The Adopted Budget authorizes one ongoing equity and diversity Program Specialist position that will assist in moving the work forward with the sense of urgency that is required for success. No additional funding was provided to support the cost of this position.

Sworn Officer Recruitment Incentives

The Portland Police Bureau is in competition with other cities on the west coast for applicants to become sworn officers in a shrinking pool of qualified individuals with an interest in a career in law enforcement. Many of those agencies offer higher initial compensation and financial incentives. The Adopted Budget includes \$221,686 in ongoing and \$80,000 in one-time General Fund resources for two financial incentive measures intended to increase the number of applicants.

Internal Affairs Investigators and Administrative Support

The U.S. Department of Justice settlement agreement with the City of Portland has created a body of work for the Police Bureau to gain substantial compliance. In order to meet the City's requirement to resolve such investigations within 180 days of the lodging of the complaint with IPR, the Adopted Budget includes \$3,300 in one-time and \$321,312 in ongoing General Fund resources, and authorizes the addition of two non-sworn Police Internal Affairs Investigator Positions and one non-sworn administrative staff position.

Sexual Assault Team Staffing Resources

The FY 2016-17 Adopted Budget includes two additional Detectives and one advocate position assigned to the Sexual Assault Detail to meet the bureau's commitment to test all Sex Assault Kits within a reasonable timeframe, which is likely to lead to additional investigations of reported sex assaults. This is funded through \$13,300 in one-time and \$381,911 in ongoing General Fund resources.

Refugee Community Engagement Program

The Police Bureau has recognized a need to proactively and preemptively engage with the continuously growing refugee and immigrant community that is settling in the Portland Metro area. It is of paramount importance for the bureau to develop a long-term Refugee Community Engagement Program. The program aims to increase trust and communication between the police and the refugee communities. Ongoing General Fund resources of \$115,162, one-time General Fund resources of \$1,100, and authorization for one community outreach liaison position is included in the FY 2016-17 Adopted Budget.

Body-worn Camera Program

The FY 2016-17 Adopted Budget includes ongoing support for a body camera program. The bureau will initiate a phased-in implementation beginning in July 2016. The initial phase of the program includes technology selection, infrastructure build-out planning, and program policy development in FY 2016-17. First year expense will be paid from the \$834,619 one-time carryover, and will include a Program Manager within the Police Bureau and a Principal Information Systems Analyst.

FY 2015-16 Carryovers

A total of \$2,519,141 in one-time General Fund resources is included in the FY 2016-17 Adopted Budget. Projects carried forward in this adjustment include: implementation of the smart phone project, the CJIS server upgrade, investigations software upgrades, vehicle and equipment purchases, as well as the one-time start-up resources for the bureau's body camera program. These are programs or projects that were initiated but not completed or on contract during FY 2015-16, and which are scheduled for implementation or completion in the coming fiscal year.

Fair Wage Adjustment; OMF Interagency Agreement Balancing; and, Radio Replacement Set-Aside Funding

The Adopted Budget includes technical adjustments and interagency agreement changes that increase the amount of the Police Bureau budget. The Fair Wage adjustment provides \$33,267 on an ongoing basis for increases related to the \$15 per hour minimum wage on City contracts. Balancing increases in bureau resources of \$398,037 ongoing and \$222,987 on a one-time basis are provided to offset increases in the cost of internal services provided by the Office of Management & Finance. An ongoing increase in bureau resources of \$630,405 will be provided in the FY 2017-18 Current Appropriation Level for radio replacement, with no change in the FY 2016-17 budget.

Budget Notes

Future Addition of the Neighborhood Response Team

The FY 2016-17 budget does not include additional resources for the Neighborhood Response Team (NRT) in the Portland Police Bureau. NRT officers provide a variety of neighborhood policing services supporting precinct patrol, however filling patrol positions is given a higher priority in the budget. When staffing levels in precinct patrol has stabilized, the bureau should re-request funding for the six NRT officer positions to enhance the services provided to the community.

Body Camera Program

The FY 2016-17 budget includes resources for supporting a body camera program at the Portland Police Bureau. The bureau is directed to proceed with the Request for Proposal process. Implementation of this program is anticipated to occur within the next three years and funding for the implementation will come from the current one-time General Fund resources set aside in the bureau's budget, any resources available in the asset forfeiture fund, and any resources now available in the bureau's ongoing budget that can be repurposed for implementation. The bureau will use an outside program evaluator to document and provide evaluation post-implementation to assess the impacts and outcomes of the investment in body cameras. The bureau will also seek federal and other grants to support the one-time and ongoing costs of the program. The Technology Oversight Committee will oversee the project, including the development of the Request for Proposal process.

Emergency Response & Problem Solving

Description

The Emergency Response & Problem Solving program is the Police Bureau's largest program and it includes patrol, emergency management services, as well as specialized tactical units such as the Explosives Disposal Unit and the Special Emergency Response Team. Responding to crime and initiating problem-solving activities to prevent and reduce crime remain the key activities of the Portland Police Bureau. These efforts are designed not only to reduce the overall incidence of crime, but also to reduce the fear of crime in the community and to promote a sense of neighborhood and personal safety.

Goals

This program supports the City's goal to ensure a safe and peaceful community and the bureau goals to develop long-term solutions to crime and social disorder and to implement best practices for effective policing.

Performance

The bureau monitors emerging crime trends and shifts resources where necessary to address those trending upward. The bureau strives to respond to high priority incidents within five minutes, but extensive reductions to this program in recent years coupled with the challenges of maintaining minimum staffing levels in patrol operations are anticipated to continue to have a negative impact on the average response time to high-priority calls for service.

Changes to Services and Activities

In FY 2015-16, the bureau moved 39 Police Officer FTE from this program to the Human Resources Development program in order to reflect the number of positions that are either vacant or occupied by newly hired officers still in probationary status. The FTE's in the Emergency Response & Problem Solving program represent officers who have completed probation and are capable of working independently within this program. There is no change to service or activities as these 39 FTE were unable to contribute to the performance objectives of this program. The FY 2016-17 Budget includes funding for body-worn cameras which are anticipated to positively impact bureau operations by leading to increased public trust, swifter adjudication of cases, fewer false claims against police, financial benefit of fewer payouts of claims, a decrease in hostile interactions between the police and public, and officer self-improvement and training tools.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 582.00 | 584.00 | 549.00 | 549.00 | 549.00 |
| Expenditures | | | | | |
| Emergency Response & Problem Solving | 72,659,350 | 73,017,066 | 72,211,589 | 74,135,340 | 74,262,840 |
| Total Expenditures | 72,659,350 | 73,017,066 | 72,211,589 | 74,135,340 | 74,262,840 |

Portland Police Bureau

Public Safety Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Number of Part 1 person crimes per 1,000 residents | 4.93 | 5.00 | 5.00 | 5.00 | 5.00 |
| Percentage of residents who feel safe walking alone in their neighborhood at night | 62% | 61% | 60% | 60% | 60% |
| Average travel time to high priority calls in minutes | 5.38 | 5.50 | 5.62 | 5.62 | 5.80 |
| Effectiveness | | | | | |
| Number of Part 1 (major) crimes | 33,349 | 35,218 | 37,200 | 37,200 | 37,200 |
| Number of Part 2 crimes | 33,822 | 32,000 | 32,500 | 32,000 | 32,000 |
| Number of Part 1 property crimes per 1,000 residents | 51 | 54 | 54 | 54 | 54 |
| Total number of Part 1 crimes per 1,000 residents | 56 | 59 | 59 | 59 | 59 |
| Workload | | | | | |
| Number of incidents dispatched | 212,443 | 236,940 | 236,940 | 264,300 | 264,300 |
| Number of officer-initiated calls for service | 149,741 | 138,767 | 128,600 | 128,600 | 97,000 |
| Number of telephone reports | 19,166 | 10,033 | 10,000 | 10,000 | 10,000 |
| Number of dispatched calls per officer | 377 | 434 | 500 | 500 | 500 |
| Number of Citizen Online Reports | 10,793 | 13,069 | 15,852 | 16,000 | 16,000 |

Investigations

| | |
|---|---|
| Description | Investigating major crime and apprehending criminals are the primary activities of the Investigations program. Solving crime promotes a sense of community safety, and information gained in investigations is used to prevent future crime. Organizationally, this program consists of the Detective Division, the Criminal Intelligence Unit, the Property and Evidence Division, and the Forensic Evidence Division. |
| Goals | This program supports the City's goal to ensure a safe and peaceful community and the bureau's goals to develop long-term solutions to crime and social disorder and to implement best practices for effective policing. |
| Performance | The primary measures of effectiveness tied to the Investigations program are case clearance rates for person and property crimes. This program also impacts the effectiveness measures of both person and property crime counts and rates. Those measures are also tied to the Emergency Response and Problem Solving Program which has a role in case clearance rate performance. |
| Changes to Services and Activities | Two limited-term, grant-funded positions were added in FY 2015-16 to reduce the backlog of sexual assault kits. The FY 2016-17 Adopted Budget includes an increase to the staffing of the Sex Crime Unit in the Detective Division by two Detectives and one Victims' Advocate to increase the capacity to investigate these crimes and may increase case clearance rates. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--------------------------------------|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 171.00 | 169.00 | 171.00 | 175.00 | 175.00 |
| Expenditures | | | | | |
| Investigations | 22,389,343 | 23,056,085 | 23,419,975 | 23,755,295 | 23,702,855 |
| Total Expenditures | 22,389,343 | 23,056,085 | 23,419,975 | 23,755,295 | 23,702,855 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Percentage of person crime cleared | 40% | 41% | 41% | 41% | 41% |
| Percentage of property crime cleared | 14% | 13% | 13% | 11% | 11% |

Cycle of Violence Reduction

Description This program's mission is to both reduce crime and improve neighborhood safety and livability by targeting chronic crime that involves drugs and gangs, and crime that begins a cycle of violence in the home. Organizationally, this program consists of the Drugs and Vice Division, the Family Services Division, the Gang Enforcement Team, and the Gun Task Force.

Goals This program supports the City's goal to ensure a safe and peaceful community and the bureau's goal of developing long-term solutions to crime and social disorder.

Performance Two performance measures are used to track the effectiveness of this program: the number of addresses generating drug house complaints; and the clearance rate for cases involving gang violence. The gang violence case clearance rate increased from 21% in FY 2013-14 to 23% in FY 2014-15 and is projected to experience improved performance in FY 2016-17, based on crime trends and increased resources dedicated to the Gang Enforcement Team.

Changes to Services and Activities There are no changes to this program in the FY 2016-17 Adopted Budget.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 108.00 | 112.00 | 117.50 | 117.00 | 117.00 |
| Expenditures | | | | | |
| Cycle of Violence Reduction | 15,240,789 | 16,693,460 | 19,193,225 | 19,267,600 | 19,267,600 |
| Total Expenditures | 15,240,789 | 16,693,460 | 19,193,225 | 19,267,600 | 19,267,600 |

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effectiveness | | | | | |
| Number of addresses generating drug house complaints | 650 | 699 | 700 | 750 | 725 |
| Percentage of gang violence cases cleared | 21% | 23% | 25% | 25% | 25% |

Neighborhood Safety

| | |
|---|--|
| Description | <p>Neighborhood problem solving, a joint commitment of residents and neighborhood police officers, is a major principle of community policing. Precincts assign officers to work with residents on neighborhood problems in a specific geographic area and also assign precinct Neighborhood Response Team officers to work with neighborhood and business associations on broader strategies and chronic problems in their specific areas of the city.</p> <p>Organizationally, this program consists of the Youth Services Division's School Resource Officers, Forensic Evidence Division's Home Security Locks, the precinct Neighborhood Response Teams, the Alarm Administration Unit, and the Behavioral Health Unit. School Resource Officers monitor school safety, reduce truancy, and focus on keeping youth out of the criminal justice system. The bureau's Home Security Locks program and Alarm Administration Unit contribute to the Neighborhood Safety program by working with senior citizens and vulnerable populations to properly secure their homes and by working with both business and residential alarm system owners to ensure proper system use and bureau response.</p> <p>The Behavioral Health Unit was formed in FY 2012-13 and has received ongoing General Fund discretionary resources as part of the Department of Justice Settlement Agreement funding. The unit provides focused response to calls involving behavioral health crises and connection to follow-up services.</p> |
| Goals | <p>This program supports the City's goals to ensure a safe and peaceful community and to improve the quality of life in neighborhoods. The program supports the bureau's goal to build community trust.</p> |
| Performance | <p>One of the elements of neighborhood safety is a low burglary rate for homes and businesses. The burglary victimization rate is the effectiveness measure tied to this program. The FY 2014-15 property crimes per 1,000 residents held roughly at 54 per 1,000; FY 2013-14 was 51 per 1,000.</p> |
| Changes to Services and Activities | <p>Six Neighborhood Response Team officer positions were transferred to the Gang Enforcement team in calendar 2015. The anticipated outcome of the staffing movement is a decreased focus on neighborhood livability issues such as nuisance houses, chronic speeding, private property trespassing issues, and crime associated with nuisance locations.</p> |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 47.00 | 51.00 | 44.83 | 45.00 | 45.00 |
| Expenditures | | | | | |
| Neighborhood Safety | 7,326,052 | 9,173,254 | 9,832,721 | 7,413,025 | 7,413,025 |
| Total Expenditures | 7,326,052 | 9,173,254 | 9,832,721 | 7,413,025 | 7,413,025 |

Portland Police Bureau

Public Safety Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|-----------------------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effectiveness | | | | | |
| Burglary victimization rate | 5% | 5% | 5% | 5% | 5% |

Traffic Safety

| | |
|--|---|
| Description | The Traffic Safety program addresses neighborhood and business district concerns about traffic safety for vehicles, bicycles, and pedestrians, and supports efforts to reduce traffic collisions. The program is also charged with ensuring the safety of people using the City's public transit system. Organizationally, this program consists of the Transit Police and the Traffic Division. |
| Goals | This program supports the City's goals to ensure a safe and peaceful community and to improve the quality of life in neighborhoods. The program supports the bureau's goals to develop long-term solutions to crime and social disorder and to implement best practices for effective policing. |
| Performance | One of the workload indicators for this program is the number of traffic collision fatalities in a year. The other workload metric is traffic collision calls for service per 1,000 residents. Based on available data from other states that have legalized recreational sale and use of cannabis, the bureau anticipates that the number of traffic accidents and fatalities may rise with the anticipated increase in DUIIs that will result from the recent legalization of cannabis in Oregon. |
| Changes to Service and Activities | There are no changes to services or activities in the Traffic Safety program. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 67.00 | 69.00 | 70.58 | 70.00 | 70.00 |
| Expenditures | | | | | |
| Traffic Safety | 12,661,255 | 13,352,826 | 14,478,969 | 13,355,606 | 13,355,606 |
| Total Expenditures | 12,661,255 | 13,352,826 | 14,478,969 | 13,355,606 | 13,355,606 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Number of traffic collision fatalities annually | 26 | 34 | 34 | 44 | 44 |
| Workload | | | | | |
| Number of traffic collision calls for service per 1,000 residents | 23 | 27 | 32 | 36 | 36 |

Citizen Partnership

| | |
|---|---|
| Description | This program fosters a partnership between the police and the public, a major principle of community policing. The program undertakes activities created specifically to bring police and residents together to work cooperatively on issues of broad community interest. Organizationally, this program consists of the Sunshine Division, Police Reserves and Cadets, and the Crisis Response Team. |
| Goals | This program supports the City's goal to ensure a safe and peaceful community and the bureau's goal to build community trust. The activities of this program support the City Council priorities of Complete Neighborhoods and Equity and Opportunity. |
| Performance | There are no programmatic performance metrics associated with this program. |
| Changes to Services and Activities | The FY 2016-17 Adopted Budget adds a nonsworn community outreach liaison position dedicated to improving the relationship with the local Somali immigrant community. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| FTE | 3.00 | 4.00 | 3.00 | 4.00 | 4.00 |
| Expenditures | | | | | |
| Citizen Partnership | 421,003 | 433,718 | 418,971 | 494,427 | 494,427 |
| Total Expenditures | 421,003 | 433,718 | 418,971 | 494,427 | 494,427 |

Communications

| | |
|---|--|
| Description | The Communications program provides centralized media and public communications, as well as internal bureau employee communications. Organizationally this program consists of the Public Information Office and the Communications Unit, both of which are located in the Chief's Office. |
| Goals | The program supports the City's goal to ensure a safe and peaceful community and the bureau's goal to build community trust by increasing transparency and proactively providing relevant information on Police Bureau activities to the public. It supports the City Council priorities of Complete Neighborhoods and Equity and Opportunity. |
| Performance | The effectiveness measure for this program is the percent of citizens rating the bureau's service as good or better. Although this program influences public perceptions about bureau performance, this measure is also affected by many aspects of the bureau's operations, social trends, and national events. The satisfaction rate has remained relatively stable in recent years. |
| Changes to Services and Activities | There are no changes to this program in FY 2016-17. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Expenditures | | | | | |
| Communications | 369,381 | 358,596 | 325,088 | 330,794 | 330,794 |
| Total Expenditures | 369,381 | 358,596 | 325,088 | 330,794 | 330,794 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Percentage of citizens rating service as good or better | 61% | 62% | 62% | 61% | 61% |

Human Resources Development

Description

The Human Resources Development program is responsible for hiring and training bureau personnel, overseeing job performance evaluations, and managing the promotion process. Program activities are focused on encouraging a diverse workforce committed to the community policing mission and the goals of the bureau. Organizationally this program consists of the Personnel and Training Divisions.

As a major component of this program, the Training Division has the lead role in training officers in the new and revised policies and procedures that have been developed to comply with the requirements of the Department of Justice Settlement Agreement. This included the use of force policy, as well as additional training for officers on policies and procedures that pertain to the mentally ill and persons experiencing or perceived to be experiencing a mental health crisis.

The FY 2014-15 Adopted Budget included an Equity and Diversity Program Manager position for the Police Bureau. This position oversees the integration of equity best practices into the bureau's policies, protocols, and practices, as well as assists in developing an equity and diversity training curriculum for the bureau. The Equity and Diversity Office is located in the Chief's Office.

Goals

This program supports the City's goal to ensure a safe and peaceful community and the bureau's goal to create a professional work force to meet the public safety needs of the City. The program supports the City Council priorities of Complete Neighborhoods and Equity and Opportunity.

Performance

The Personnel Division has made improvements to the recruitment and hiring processes for police officers, so that the background investigation staff can accommodate a greater number of investigations and move a greater volume of candidates through the process more efficiently. In the period from FY 2012 through 2015, the bureau's total new sworn hires were comprised of 28% people of color and 19% female.

Changes to Services and Activities

The Adopted Budget provides an additional 16 positions to the Personnel Division for recruitment and hiring. A total of 39 police officer positions were transferred from Emergency Response to Human Resources in FY 2015-16. These 39 police officer positions reflect the number of positions that are either vacant or have new-hires still in probationary status. There is no change to service or activities as these 39 FTE were unable to contribute to the performance objectives of the Emergency Response program or to the performance of the Human Resources program. A desk clerk position in traffic safety was reclassified to a background investigator position and transferred to the Personnel Division. The FY 2016-17 Adopted Budget also includes recruitment and hiring incentive programs which allow the bureau to be more competitive in attracting the best candidates.

Portland Police Bureau

Public Safety Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 58.00 | 51.00 | 100.50 | 107.00 | 107.00 |
| Expenditures | | | | | |
| Human Resources Development | 10,059,883 | 13,866,852 | 13,927,733 | 16,944,657 | 16,944,657 |
| Total Expenditures | 10,059,883 | 13,866,852 | 13,927,733 | 16,944,657 | 16,944,657 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of new sworn hires who are female | 17.6% | 15.8% | 16.0% | 19.0% | 25.0% |
| Percentage of new sworn hires comprised of people from communities of color | 47.1% | 26.7% | 27.0% | 30.0% | 35.0% |

Data Access

| | |
|---|---|
| Description | <p>The Data Access program provides access to information about reported crimes, which is the foundation of crime analysis and problem-solving efforts of officers. Officers need access to information in the field that is reliable, timely, and comprehensive. Organizationally, this program consists of the Records Division and the Information Technology Division.</p> <p>The Police Bureau's Records Division, in conjunction with the Information Technology Division and the City's Public Safety System Revitalization Project (PSSRP), implemented a replacement for the Portland Police Data System. The new system is known as the Regional Justice Information Network, or RegJIN, and went live in April 2015.</p> <p>The bureau is further evaluating strategies to address the bureau's increasing technology needs. Bureau needs include implementing new technologies for greater operational efficiencies and effectiveness as well as maintaining the bureau's extensive inventory of technology equipment and infrastructure.</p> |
| Goals | This program supports the City's goal to ensure a safe and peaceful community and the bureau's goal of building community trust and greater transparency by providing public information quickly. |
| Performance | There are no programmatic performance metrics associated with this program. |
| Changes to Services and Activities | The FY 2016-17 Adopted Budget adds three positions to the Records Division program to support the records management and public access process demands that the body-worn camera program will create. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 68.00 | 69.00 | 71.00 | 74.00 | 78.00 |
| Expenditures | | | | | |
| Data Access | 12,658,831 | 14,276,232 | 14,702,122 | 16,047,386 | 16,215,207 |
| Total Expenditures | 12,658,831 | 14,276,232 | 14,702,122 | 16,047,386 | 16,215,207 |

Employee Performance

| | |
|---|--|
| Description | This program focuses on bureau accountability by investigating, collecting, analyzing, and sharing performance data. City and community input is tied to this program through a review board process. Organizationally this program includes the Professional Standards Division, which includes Internal Affairs. |
| Goals | The program's primary objective is to improve employee performance and, in turn, overall bureau performance. The program supports the bureau's goal to create a professional workforce to meet the public safety needs of the City and to build community trust. |
| Performance | The metric associated with this program is the number of complaints against officers received through the Independent Police Review (IPR) Office. This number has increased over the last fiscal year. This metric is affected by many factors including actual number of incidents that generate complaints against police, increased public awareness of IPR, and the level of public confidence that submitting a complaint will result in action. |
| Changes to Services and Activities | The percentage of cases that IPR will sustain and refer will increase as a result of a higher standard of scrutiny required by the Community Outreach/ Community Liaison overseeing administration of the DOJ Agreement. This budget adds two Police Internal Affairs Investigator positions and an administrative support position to handle an anticipated increase in the number of cases that will be referred from IPR. In FY 2015-16 one Police Lieutenant and three Crime Analyst positions were moved from the Professional Standards Division to the Strategic Services Division, which is in the Strategy & Finance program. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 20.00 | 21.00 | 17.00 | 20.00 | 20.00 |
| Expenditures | | | | | |
| Employee Performance | 2,395,678 | 2,337,697 | 2,647,158 | 2,566,047 | 2,566,047 |
| Total Expenditures | 2,395,678 | 2,337,697 | 2,647,158 | 2,566,047 | 2,566,047 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Number of community complains against Police, as reported by IPR, based on calendar year | 82 | 90 | 90 | 90 | 90 |

Strategy & Finance

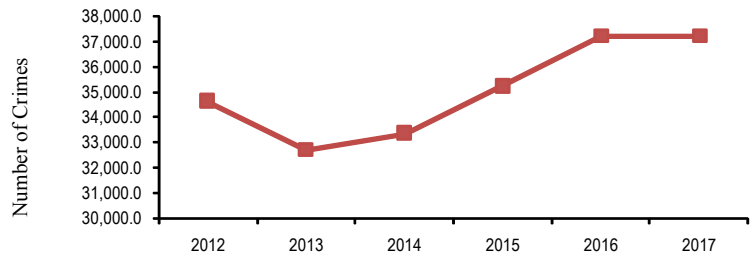
| | |
|---|---|
| Description | The Strategy & Finance program oversees internal systems for managing funds and people, and ensures the Police Bureau's budget, strategic plans, policies, and procedures reflect community priorities. Organizationally this program includes the Chief's Office, the Strategic Services Division, and the Fiscal Services Division. |
| Goals | This program supports the City goals of ensuring a safe and peaceful community and delivering efficient, effective, and accountable municipal services. The program supports the bureau goals to implement best practices for effective policing, to develop long-term solutions to crime and social disorder, and to be fiscally responsible. |
| Performance | The percent of total arrests in which there was a use of force is a new metric that is tied to the bureau's compliance and tracking of the requirements of the US DOJ Agreement. The rate of arrest in which there was a use of force in FY 2014-15 was 2.5% and the bureau is projecting to maintain that rate for FY 2016-17. |
| Changes to Services and Activities | The change to services or activities of this program includes the addition of a Crime Analyst, grant-funded under the Bureau of Justice Assistance Smart Policing Initiative for work on evidence-based policing. One Police Lieutenant and three Crime Analyst positions were moved from the Employee Performance Program to the Strategic Services Division, which is in this program. An Equity and Diversity Program Specialist will be added to work with that program's manager to ensure the bureau's equity and diversity goals and objectives are firmly established throughout the bureau. The Body-worn Camera Program decision package includes a Principal Information Systems Analyst position within the Bureau of Technology Services and a Program Manager position within the Police Bureau to develop and maintain that program. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 44.92 | 53.00 | 57.00 | 60.00 | 59.00 |
| Expenditures | | | | | |
| Strategy & Finance | 13,099,956 | 15,380,476 | 25,312,919 | 31,494,331 | 26,565,521 |
| Total Expenditures | 13,099,956 | 15,380,476 | 25,312,919 | 31,494,331 | 26,565,521 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of total PPB officer arrests in which there was use of force | 2.64% | 2.50% | 2.50% | 2.50% | 2.50% |
| Percentage of the DOJ Agreement Tasks that are actively in progress or completed | NA | NA | 83.9% | 88.0% | 88.0% |

Performance Measures

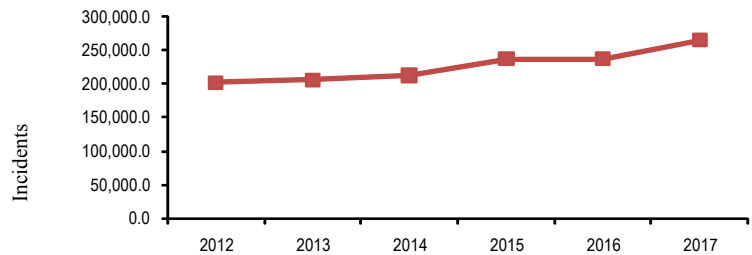
Part 1 (Major) Crime

This measures effectiveness at containing Part 1 Crime, which is the most serious crime and is categorized into person and property crime. The trend for this measure is expected to increase, with the trend increasing by 5.6% from FY 2013-14 to FY 2014-15. The projected Part 1 Crime for FY 2016-17 is 37,200.



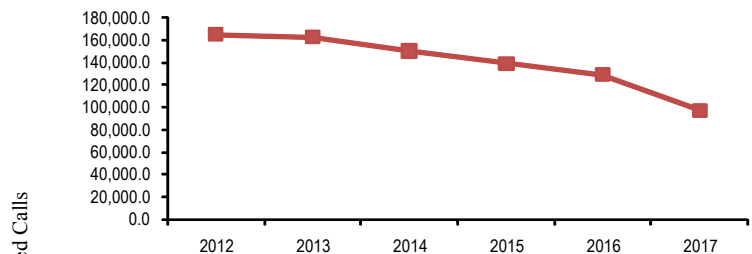
Incidents Dispatched

This workload measure of demand for police response is related to the city's level of crime or social disorder. Dispatched incidents compete with officers' ability to perform self-initiated calls and problem solving. This workload has continued to increase since FY 2011-12 and trends indicate future increases in the number of incidents dispatched. The bureau projects the incidents dispatched for FY 2016-17 at 264,300.



Officer-Initiated Calls for Service

Officers self-initiate response to public safety or livability issues they encounter which are not dispatched calls for service. Self-initiated calls for service have continued to decrease since FY 2011-12 in tandem with the increase in calls for service; the number in FY 2014-15 dropped by more than 7% from the prior year. A few factors have, in combination, negatively affected this measure: a reduction in sworn staffing over the recent years, increased calls for service, and the change in call-type coding with the implementation of the new 9-1-1 CAD system. The number of self-initiated calls in FY 2014-15 was 138,767 and the bureau is projecting that number to be 97,000 in FY 2016-17 if the bureau experiences additional staffing reductions.

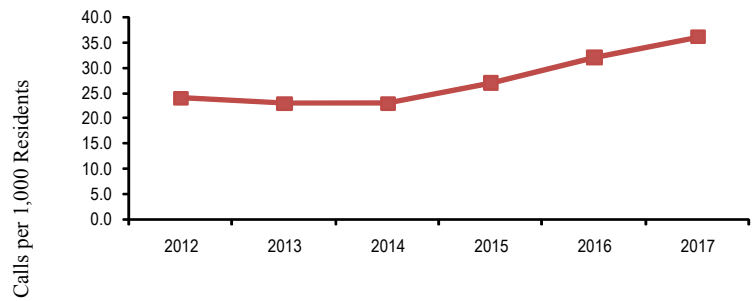


Portland Police Bureau

Public Safety Service Area

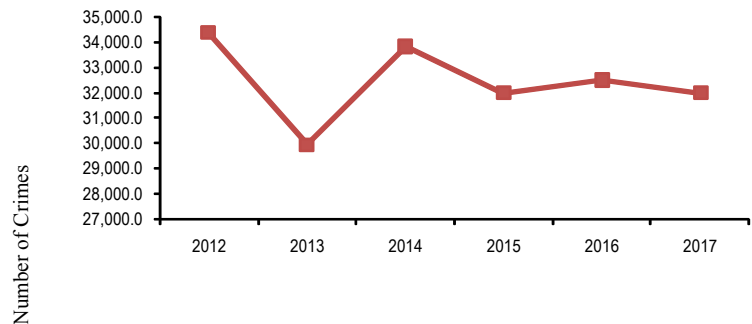
Traffic Collision Calls for Service per 1,000 Residents

This measures workload and the bureau's effectiveness at improving traffic safety, a high-priority issue for the public. The number has vacillated between 23 and 27 per 1,000 residents between FY 2010-11 and FY 2014-15. The bureau would anticipate the number to increase to 36 per 1,000 residents in FY 2016-17 based on current trends and marijuana legalization.



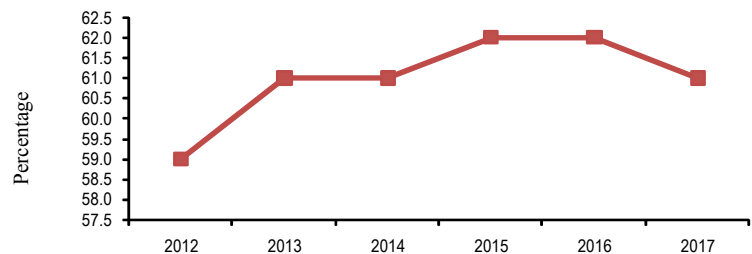
Part 2 Crime

This measures the bureau's effectiveness at reducing FBI-defined minor person and property crime such as simple assault, prostitution, DUII, sex offenses, drug possession, vandalism, and weapons law violations. There can be significant variability with this measure from year to year, and over the prior five years, the number has ranged from 29,946 in FY 2012-13 to 34,377 in FY 2011-12. The bureau is projecting 32,000 incidents of Part 2 Crime in FY 2016-17, which is stable with FY 2014-15 levels.



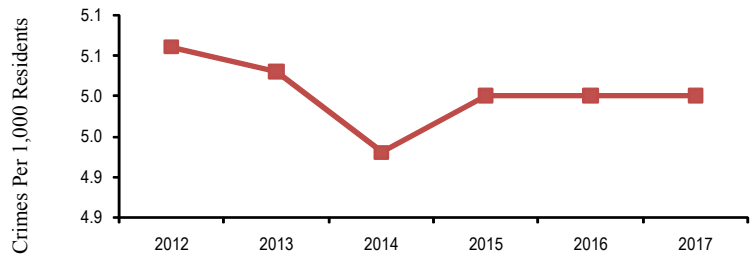
Citizens Rating Service as Good or Better

This measures the public's perception of the bureau's service. The percent of citizens rating police services as good or better increased in FY 2014-15 to 62% from 61% the prior year. The rating for FY 2016-17 is projected to decline to a 61% approval rating with increases in the number of sworn vacancies.



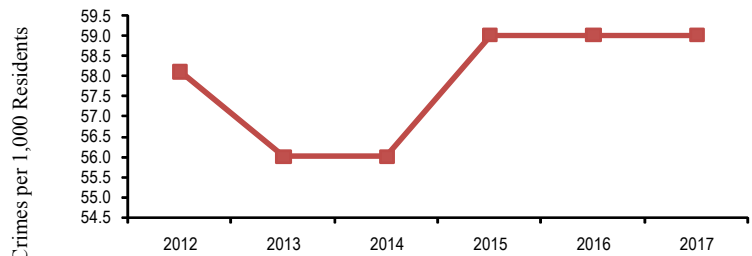
Part 1 Person Crime per 1,000 Residents

This measures the bureau's effectiveness at containing major person crimes. Part 1 Person Crime involves force or the threat of force and includes murder, rape, robbery, and aggravated assault. The number of Part 1 Person Crimes per 1,000 residents continued to decline since FY 2011-12 and the bureau projects a slight increase in FY 2016-17.



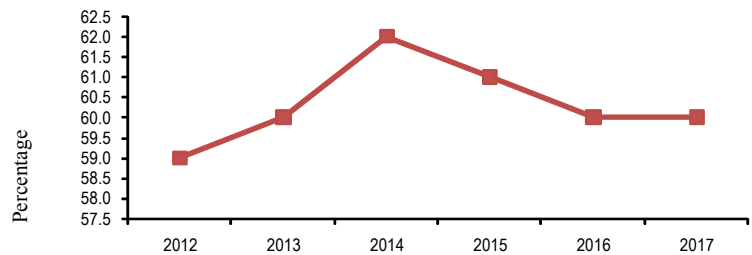
Total Part 1 Crime per 1,000 Residents

This measures the bureau's effectiveness in reducing major person and property crime. Part 1 Crime is serious crime categorized into person and property crime. The total incidence of Part 1 Crime per 1,000 residents was 59 crimes per 1,000 residents in FY 2014-15, up from 56 in FY 2013-14. The bureau projects 59 per 1,000 in FY 2016-17 with fewer NRT Officers available to the precincts.



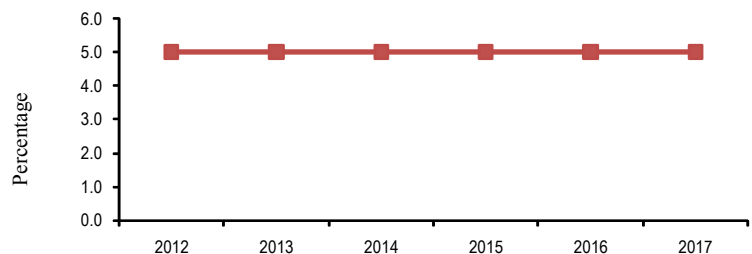
Percentage of Residents who Feel Safe Walking Alone in Their Neighborhood at Night

This is an effectiveness metric of overall community trust of public safety operations. Since 2007, the majority of residents have consistently felt safe alone in their neighborhood at night. This number decreased from 62% in FY 2013-14 to 61% in FY 2014-15, and is projected to be 56% in FY 2016-17 due to impacts created by the bureau's projected increase in sworn staffing vacancies.



Burglary Victimization Rate

This measures the percent of residents who report that their home was broken into and/or burglarized during the year. This is a measure of the bureau's effectiveness in containing this type of crime. The percentage has remained at 5% since FY 2011-12. The bureau projects the measure to continue at 5% in FY 2016-17.

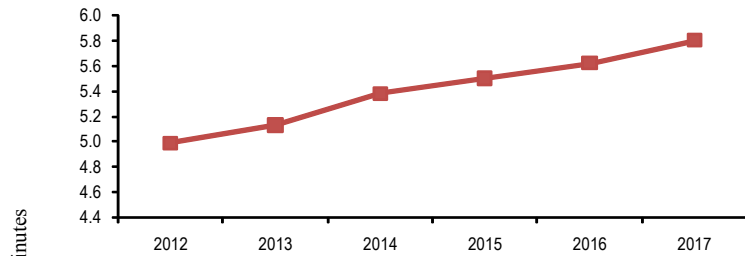


Portland Police Bureau

Public Safety Service Area

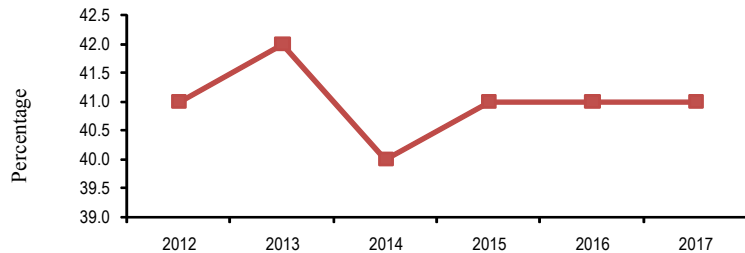
Average Travel Time to High Priority Calls

The efficiency measure is the average time from dispatch to response for high-priority emergency calls for service, which has risen annually, with 5.13 minutes in FY 2012-13 to 5.38 in FY 2013-14 to 5.5 in FY 2014-15. The bureau projects a response time of 5.62 minutes for FY 2016-17, if no changes are made to the bureau's base budget from FY 2015-16 levels. Two primary factors attributed to the degradation of this measure are the declining numbers of sworn staff and the increasing overall number of calls for service.



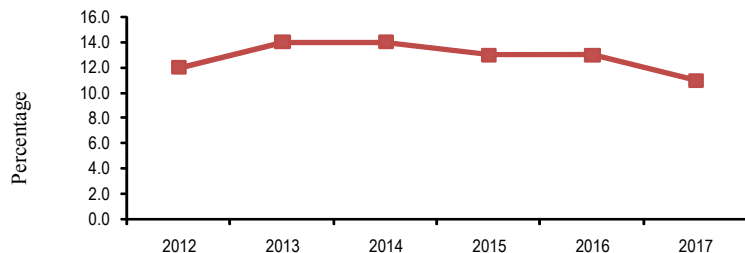
Percentage of Person Crime Cleared

This measures the bureau's effectiveness in solving or otherwise clearing person crimes. The percent of person crimes cleared has ranged between 40% and 42% in the prior five years, and is projected to be 41% in FY 2016-17.



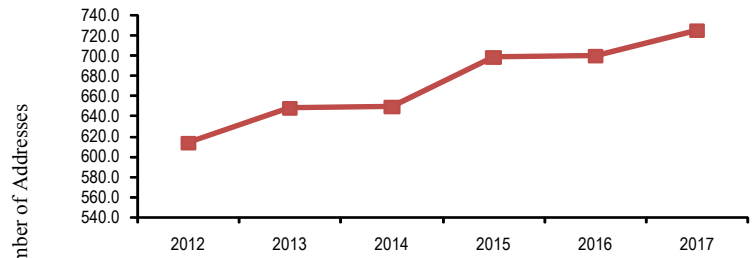
Percentage of Property Crime Cleared

This measures the bureau's effectiveness in solving or otherwise clearing property crime. The percent of property crimes solved or otherwise cleared was 13% in FY 2014-15 and is projected to be 11% for FY 2016-17 as sworn staffing levels decrease through attrition.



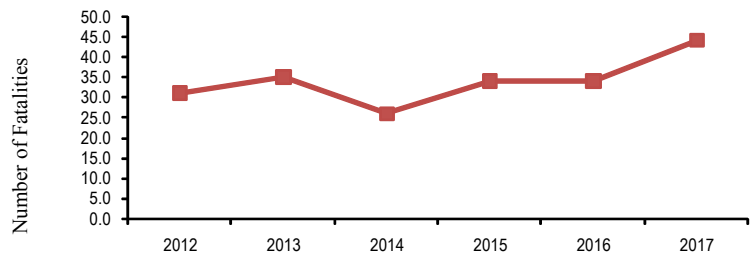
Addresses Generating Drug House Complaints

This measures the bureau's effectiveness in combating drug-related crimes. The number of addresses generating drug house complaints has increased from 614 in FY 2011-12 to 699 in FY 2014-15. The number for FY 2016-17 is projected at 750 drug house complaints. This number is influenced by many variables, including the actual number of drug houses in neighborhoods, the availability of methods by which the public can report complaints, and the efforts of bureau enforcement units.



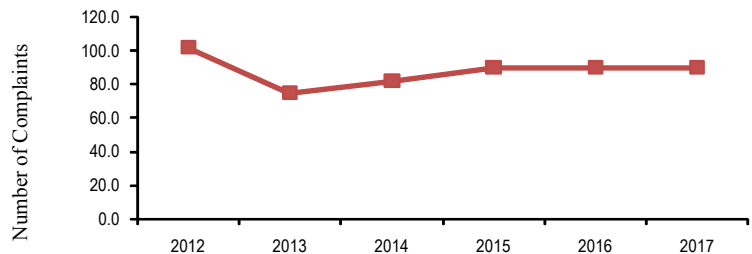
Annual Traffic Collision Fatalities

This is a measure of the bureau's effectiveness in maintaining traffic safety, which is consistently ranked the highest neighborhood concern. There were 34 traffic collision fatalities in FY 2014-15. The projection for FY 2016-17 is 44 traffic fatalities, which reflects current trends, as well as accounting for the influences of marijuana legalization.



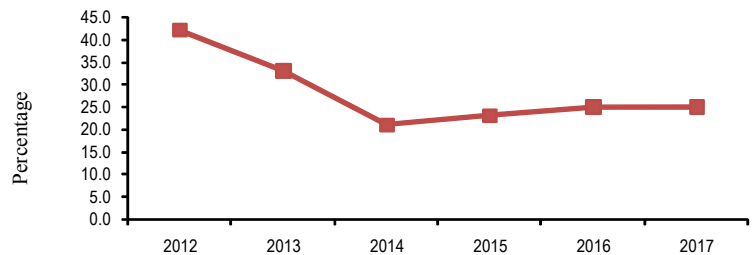
Number of Community Complaints Against Police, as Reported by IPR

This is a measure of the bureau's effectiveness in carrying out its mission while staying within established policies and procedures. In calendar year 2014, 90 complaints were received through this process. In calendar year 2016, the bureau anticipates a consistent level of complaints to be received through this process.



Percentage of Gang Violence Cases Cleared

This measures effectiveness in solving or otherwise clearing gang violence cases. The clearance rate has increased from 21% in FY 2013-14 to 23% in FY 2014-15. The bureau projects the FY 2016-17 rate to increase to 25% as a result of the additional resources that were shifted to focus on this critical problem.

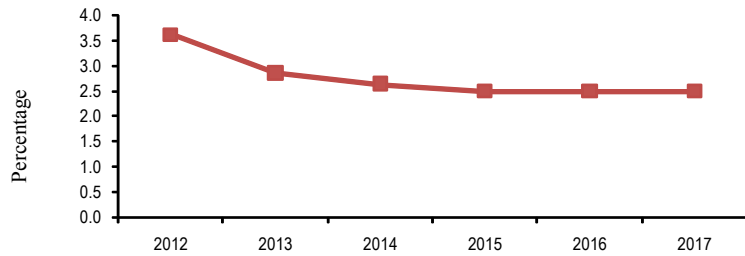


Portland Police Bureau

Public Safety Service Area

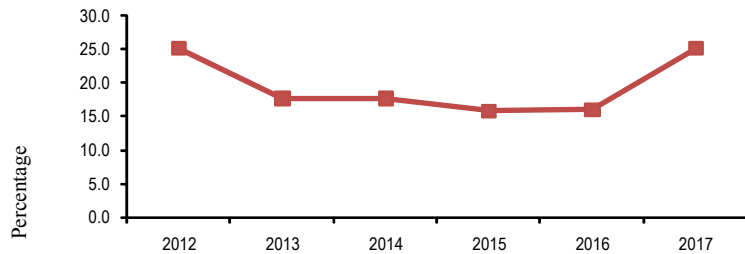
Percentage of Total PPB Arrests in Which There was a Use of Force

This metric tracks the percentage of total arrests in which there was a use of force. This was a new measure in FY 2014-15, when 2.5% of arrests had a use of force component reported. The bureau projects that this measure will remain consistent in FY 2015-16 and FY 2016-17.



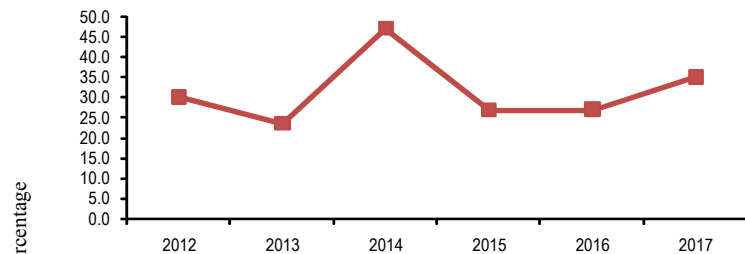
Percentage of Newly Hired Sworn Officers who are Female

In FY 2012-13, the Police Bureau sworn female hires comprised 12.9% of the total sworn new hires, in FY 2013-14 the number increased to 17.6%, and in FY 2014-15 the percentage was 16.0%. The bureau projects that in FY 2016-17 the percentage will increase to 19.0% of all officer hires. With the additional staff in the Personnel Division to conduct hiring and recruitment the bureau anticipates that this percentage could reach 25% in FY 2016-17.



Percentage of New Sworn Hires Comprised of People from Communities of Color

In FY 2012-13, the Police Bureau sworn hires comprised of people of color was 19.4%. In FY 2013-14, that number increased to 47.1%, and in FY 2015-16 the percentage was 26.7%. The bureau's target for FY 2016-17 is 35%, which is dependent upon whether the bureau receives additional funding for Personnel Division staff to perform more active and targeted recruiting. Data is based on self-reported identity declarations provided to Bureau of Human Resources at the time the employee applies for employment.



Summary of Bureau Budget

Portland Police Bureau

Public Safety Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 1,798,851 | 1,877,702 | 1,881,000 | 1,481,000 | 1,481,000 |
| Charges for Services | 1,773,675 | 2,379,400 | 2,513,152 | 2,560,672 | 2,560,672 |
| Intergovernmental | 9,633,473 | 10,399,884 | 12,589,903 | 9,677,010 | 9,677,010 |
| Miscellaneous | 1,224,814 | 937,850 | 608,596 | 834,550 | 834,550 |
| Total External Revenues | 14,430,813 | 15,594,836 | 17,592,651 | 14,553,232 | 14,553,232 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 152,185,614 | 162,438,571 | 171,828,990 | 182,256,712 | 177,570,783 |
| Fund Transfers - Revenue | 0 | 200,010 | 2,776 | 0 | 0 |
| Interagency Revenue | 3,562,917 | 4,279,732 | 5,384,600 | 5,804,870 | 5,804,870 |
| Total Internal Revenues | 155,748,531 | 166,918,313 | 177,216,366 | 188,061,582 | 183,375,653 |
| Beginning Fund Balance | (744,216) | (2,776) | 2,296,606 | 3,196,694 | 3,196,694 |
| Total Resources | \$169,435,128 | \$182,510,373 | \$197,105,623 | \$205,811,508 | \$201,125,579 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 131,121,377 | 136,717,145 | 144,286,987 | 149,784,129 | 146,522,277 |
| External Materials and Services | 10,090,507 | 14,442,748 | 20,939,180 | 21,879,900 | 20,180,915 |
| Internal Materials and Services | 27,649,386 | 29,899,762 | 30,333,377 | 33,778,479 | 34,053,387 |
| Capital Outlay | 564,959 | 886,607 | 910,926 | 362,000 | 362,000 |
| Total Bureau Expenditures | 169,426,229 | 181,946,262 | 196,470,470 | 205,804,508 | 201,118,579 |
| Fund Expenditures | | | | | |
| Contingency | 0 | 0 | 150,000 | 7,000 | 7,000 |
| Fund Transfers - Expense | 11,675 | 25,211 | 485,153 | 0 | 0 |
| Total Fund Expenditures | 11,675 | 25,211 | 635,153 | 7,000 | 7,000 |
| Ending Fund Balance | (2,776) | 538,900 | 0 | 0 | 0 |
| Total Requirements | \$169,435,128 | \$182,510,373 | \$197,105,623 | \$205,811,508 | \$201,125,579 |
| Programs | | | | | |
| Citizen Partnership | 421,003 | 433,718 | 418,971 | 494,427 | 494,427 |
| Communications | 369,381 | 358,596 | 325,088 | 330,794 | 330,794 |
| Cycle of Violence Reduction | 15,240,789 | 16,693,460 | 19,193,225 | 19,267,600 | 19,267,600 |
| Data Access | 12,658,831 | 14,276,232 | 14,702,122 | 16,047,386 | 16,215,207 |
| Emergency Response & Problem Solving | 72,659,350 | 73,017,066 | 72,211,589 | 74,135,340 | 74,262,840 |
| Employee Performance | 2,395,678 | 2,337,697 | 2,647,158 | 2,566,047 | 2,566,047 |
| Human Resources Development | 10,059,883 | 13,866,852 | 13,927,733 | 16,944,657 | 16,944,657 |
| Investigations | 22,389,343 | 23,056,085 | 23,419,975 | 23,755,295 | 23,702,855 |
| Neighborhood Safety | 7,326,052 | 9,173,254 | 9,832,721 | 7,413,025 | 7,413,025 |
| Public Safety Systems Revitalization Program | 144,708 | 0 | 0 | 0 | 0 |
| Strategy & Finance | 13,099,956 | 15,380,476 | 25,312,919 | 31,494,331 | 26,565,521 |
| Traffic Safety | 12,661,255 | 13,352,826 | 14,478,969 | 13,355,606 | 13,355,606 |
| Total Programs | 169,426,229 | \$181,946,262 | \$196,470,470 | \$205,804,508 | \$201,118,579 |

Portland Police Bureau

FTE Summary

Public Safety Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|--|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 41,579 | 59,779 | 6.00 | 340,500 | 6.00 | 346,740 | 6.00 | 346,740 |
| 30000063 | Accountant II | 54,371 | 68,453 | 1.00 | 66,432 | 1.00 | 67,944 | 1.00 | 67,944 |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 5.00 | 359,935 | 5.00 | 364,892 | 5.00 | 364,892 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 4.00 | 248,812 | 4.00 | 256,124 | 5.00 | 326,756 |
| 30000436 | Administrative Supervisor I | 59,800 | 79,726 | 5.00 | 372,812 | 5.00 | 376,629 | 5.00 | 376,629 |
| 30000437 | Administrative Supervisor II | 62,795 | 83,720 | 2.00 | 154,790 | 2.00 | 157,704 | 2.00 | 157,704 |
| 30000771 | Alarm Program Coord | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000096 | Auto Servicer | 42,016 | 51,501 | 4.00 | 202,672 | 4.00 | 206,016 | 4.00 | 206,016 |
| 30000441 | Business Operations Manager | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000442 | Business Operations Manager, Sr | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000449 | Business Systems Analyst, Sr | 69,285 | 92,498 | 1.00 | 78,120 | 1.00 | 81,324 | 1.00 | 81,324 |
| 30000478 | Claims Analyst, Sr | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000492 | Community Outreach & Informtn Rep | 59,800 | 79,726 | 1.00 | 79,728 | 1.00 | 79,728 | 1.00 | 79,728 |
| 30000777 | Crime Analyst | 65,957 | 87,963 | 14.00 | 1,038,794 | 14.00 | 1,071,494 | 14.00 | 1,071,494 |
| 30000776 | Crime Analyst, Assistant | 49,275 | 75,899 | 1.00 | 75,900 | 1.00 | 75,900 | 1.00 | 75,900 |
| 30000309 | Crime Prevention Program Administrator | 48,464 | 65,000 | 2.00 | 130,008 | 2.00 | 130,008 | 2.00 | 130,008 |
| 30000079 | Equestrian Trainer | 44,117 | 54,038 | 1.00 | 54,036 | 1.00 | 54,036 | 1.00 | 54,036 |
| 30000050 | Evidence Control Specialist | 47,133 | 57,637 | 10.00 | 545,928 | 10.00 | 561,575 | 10.00 | 561,575 |
| 30000566 | Financial Analyst, Assistant | 49,275 | 75,899 | 1.00 | 75,900 | 1.00 | 75,900 | 1.00 | 75,900 |
| 30000569 | Financial Analyst, Principal | 82,098 | 109,346 | 1.00 | 104,260 | 1.00 | 107,832 | 1.00 | 107,832 |
| 30000769 | Home Security Specialist | 37,315 | 53,435 | 1.00 | 37,320 | 1.00 | 37,320 | 1.00 | 37,320 |
| 30000219 | Inf Syst Analyst, Principal-Proj Mgmt | 82,098 | 109,346 | 0.00 | 0 | 1.00 | 109,344 | 0.00 | 0 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 6.00 | 450,711 | 6.00 | 459,742 | 6.00 | 459,742 |
| 30000453 | Management Analyst, Principal | 82,098 | 109,346 | 1.00 | 108,105 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 2.00 | 173,574 | 2.00 | 179,496 | 2.00 | 179,496 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 3.00 | 194,318 | 3.00 | 198,774 | 3.00 | 198,774 |
| 30000025 | Police Administrative Support Spec, Sr | 44,075 | 58,406 | 16.00 | 920,234 | 16.00 | 926,726 | 23.00 | 1,298,930 |
| 30000024 | Police Administrative Support Specialist | 34,445 | 49,462 | 29.00 | 1,319,552 | 30.00 | 1,382,991 | 30.00 | 1,382,991 |
| 30000300 | Police Captain | 127,442 | 138,570 | 13.00 | 1,779,864 | 13.00 | 1,797,028 | 13.00 | 1,797,028 |
| 30000431 | Police Chief | 141,898 | 203,341 | 1.00 | 199,938 | 1.00 | 203,340 | 1.00 | 203,340 |
| 30000784 | Police Chief, Assistant | 112,195 | 160,618 | 4.00 | 642,480 | 4.00 | 642,480 | 4.00 | 642,480 |
| 30000301 | Police Commander | 143,229 | 148,949 | 5.00 | 744,720 | 5.00 | 744,720 | 5.00 | 744,720 |
| 30000307 | Police Criminalist | 82,243 | 92,955 | 15.00 | 1,376,360 | 15.00 | 1,378,951 | 15.00 | 1,378,951 |
| 30000778 | Police Data Research Supervisor | 69,285 | 92,498 | 1.00 | 80,892 | 1.00 | 83,100 | 1.00 | 83,100 |
| 30000022 | Police Desk Clerk | 31,200 | 43,805 | 9.00 | 341,142 | 9.00 | 353,984 | 9.00 | 353,984 |
| 30000302 | Police Detective | 82,243 | 92,955 | 88.00 | 8,054,874 | 90.00 | 8,284,622 | 90.00 | 8,284,622 |
| 30000833 | Police Evidence & Property Mgr | 72,800 | 97,386 | 1.00 | 85,092 | 1.00 | 88,293 | 1.00 | 88,293 |
| 30000837 | Police Evidence Control Supervisor | 59,800 | 79,726 | 2.00 | 138,368 | 2.00 | 143,100 | 2.00 | 143,100 |
| 30000772 | Police ID Technologies Coordinator | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000304 | Police Identification Technician | 56,992 | 72,800 | 15.00 | 1,064,948 | 15.00 | 1,080,330 | 18.00 | 1,276,810 |
| 30000305 | Police Identification Technician, Lead | 61,963 | 79,165 | 3.00 | 237,492 | 3.00 | 237,492 | 0.00 | 0 |
| 30000775 | Police Internal Affairs Investigator | 62,795 | 83,720 | 7.00 | 578,100 | 9.00 | 750,878 | 9.00 | 750,878 |
| 30000310 | Police Investigative Accountant | 82,514 | 96,013 | 1.00 | 96,012 | 1.00 | 96,012 | 1.00 | 96,012 |
| 30000299 | Police Lieutenant | 110,822 | 120,474 | 30.00 | 3,550,914 | 30.00 | 3,583,842 | 30.00 | 3,583,842 |
| 30000297 | Police Officer | 49,338 | 80,829 | 651.00 | 50,672,234 | 651.00 | 51,105,725 | 651.00 | 51,105,725 |
| 30000306 | Police Photographic Reproduction Spec | 65,998 | 79,165 | 2.00 | 158,328 | 2.00 | 158,328 | 2.00 | 158,328 |
| 30000774 | Police Program Specialist, Sr | 65,957 | 87,963 | 2.00 | 153,912 | 2.00 | 153,912 | 2.00 | 153,912 |
| 30000020 | Police Records Specialist | 34,445 | 49,462 | 49.00 | 2,218,540 | 52.00 | 2,416,119 | 49.00 | 2,267,727 |
| 30000779 | Police Records Supervisor | 62,795 | 83,720 | 3.00 | 214,780 | 3.00 | 219,301 | 3.00 | 219,301 |
| 30000021 | Police Records Training Coordinator | 44,075 | 58,406 | 9.00 | 514,612 | 9.00 | 518,680 | 9.00 | 518,680 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|--------------------------------|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000298 | Police Sergeant | 82,243 | 92,955 | 135.00 | 12,202,886 | 135.00 | 12,298,019 | 135.00 | 12,298,019 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 2.00 | 171,244 | 2.00 | 174,296 | 2.00 | 174,296 |
| 30000465 | Program Manager | 69,285 | 92,498 | 1.00 | 81,168 | 3.00 | 269,484 | 3.00 | 269,484 |
| 30000466 | Program Manager, Sr | 82,098 | 109,346 | 1.00 | 87,012 | 1.00 | 89,685 | 1.00 | 89,685 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 1.00 | 79,278 | 3.00 | 239,184 | 4.00 | 315,084 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 1.00 | 62,805 | 17.00 | 1,279,771 | 15.00 | 1,127,971 |
| 30000495 | Public Information Officer | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000083 | Stable Attendant | 42,016 | 51,501 | 1.00 | 51,504 | 1.00 | 51,504 | 1.00 | 51,504 |
| 30000531 | Training & Development Analyst | 62,795 | 83,720 | 3.00 | 209,770 | 3.00 | 218,364 | 3.00 | 218,364 |
| 30000532 | Training & Development Officer | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000518 | Video Production Specialist | 59,800 | 79,726 | 1.00 | 79,728 | 1.00 | 79,728 | 1.00 | 79,728 |
| TOTAL FULL-TIME POSITIONS | | | | 1,181.00 | 93,762,346 | 1,210.00 | 96,858,763 | 1,213.00 | 96,926,951 |
| 30000083 | Stable Attendant | 42,016 | 51,501 | 1.00 | 46,764 | 1.00 | 46,764 | 1.00 | 46,764 |
| TOTAL PART-TIME POSITIONS | | | | 1.00 | 46,764 | 1.00 | 46,764 | 1.00 | 46,764 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 2.83 | 154,760 | 4.00 | 208,296 | 4.00 | 208,296 |
| 30000777 | Crime Analyst | 65,957 | 87,963 | 1.00 | 65,952 | 1.00 | 65,952 | 1.00 | 65,952 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 1.00 | 62,796 | 1.00 | 62,796 | 1.00 | 62,796 |
| 30000297 | Police Officer | 49,338 | 80,829 | 6.00 | 484,992 | 6.00 | 484,992 | 6.00 | 484,992 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 10.58 | 531,626 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 21.42 | 1,300,126 | 12.00 | 822,036 | 12.00 | 822,036 |
| GRAND TOTAL | | | | 1,203.42 | 95,109,236 | 1,223.00 | 97,727,563 | 1,226.00 | 97,795,751 |

Portland Police Bureau

Budget Decisions

Public Safety Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|------------------|----------------|--------------------|-----------------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 194,283,912 | 0 | 194,283,912 | 1,194.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 1,798,740 | 279,000 | 2,077,740 | 16.00 | Backgrounding and recruiting |
| | 221,686 | 80,000 | 301,686 | 0.00 | Sworn officer recruitment incentives |
| | 321,312 | 3,300 | 324,612 | 3.00 | Internal Affairs Division staff for DOJ agreement investigations |
| | 381,911 | 13,300 | 395,211 | 3.00 | Sex Assault Division |
| | 115,162 | 1,100 | 116,262 | 1.00 | Refugee community engagement program |
| | 1,685,929 | 0 | 1,685,929 | 5.00 | Body camera program |
| | 33,267 | 0 | 33,267 | 0.00 | Fair wage adjustment for facility contract |
| | 398,037 | 222,987 | 621,024 | 0.00 | OMF interagency balancing |
| | 0 | 834,619 | 834,619 | 0.00 | Carryover - body camera program |
| | 0 | 1,684,522 | 1,684,522 | 0.00 | Carryover - bureau program carryover |
| | 630,405 | (630,405) | 0 | 0.00 | Radio replacement set-aside |
| | 3,000,000 | 0 | 3,000,000 | 0.00 | First year of increased pay for PPA members |
| | 0 | 0 | 0 | 1.00 | Bureau equity program |
| | 445,724 | 0 | 445,724 | 0.00 | Realign the RegJIN program from General Fund to Police Special Revenue Fund |
| Approved Budget Additions and Reductions | | | | | |
| | (3,000,000) | 0 | (3,000,000) | 0.00 | Reduction of increased wages for Portland Police Association |
| | 0 | (1,685,929) | (1,685,929) | (1.00) | Body camera program |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| | 6,032,173 | 802,494 | 6,834,667 | 32.00 | Total FY 2016-17 Decision Packages |
| | | | 201,118,579 | 1,226.00 | Total Adopted Budget |

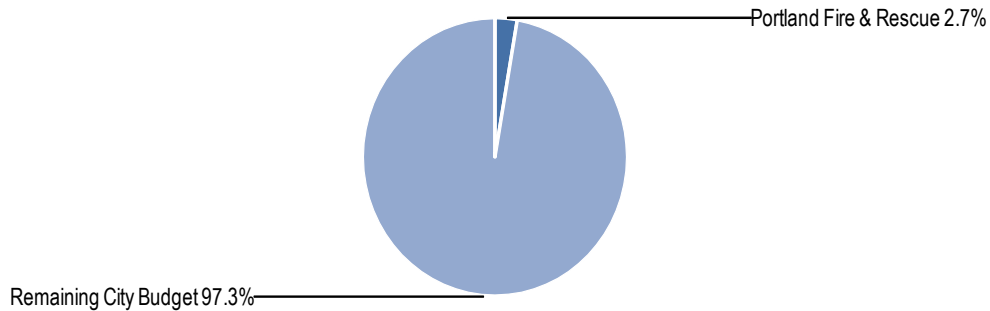
Portland Fire & Rescue

Public Safety Service Area

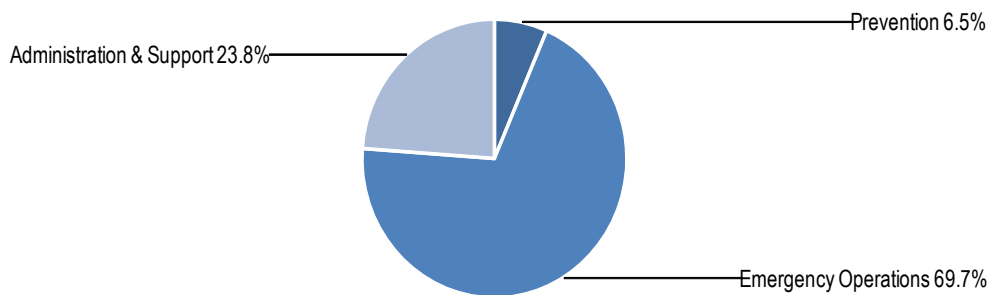
Dan Saltzman, Commissioner-in-Charge

Mike Myers, Fire Chief

Percent of City Budget



Bureau Programs



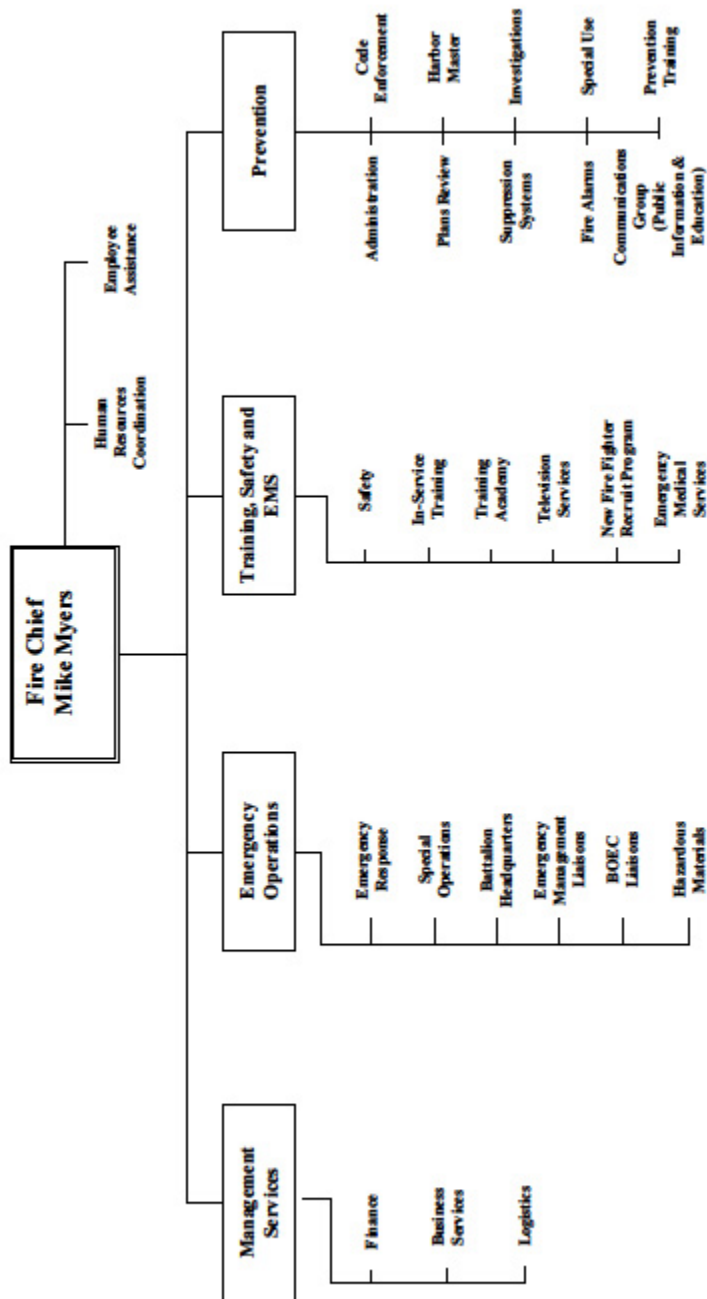
Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 114,715,323 | 113,951,130 | (764,193) | (0.67) |
| Capital | 13,666,392 | 1,698,249 | (11,968,143) | (87.57) |
| Total Requirements | 128,381,715 | 115,649,379 | (12,732,336) | (9.92) |
| Authorized Positions | 720.80 | 716.00 | (4.80) | (0.67) |

Portland Fire & Rescue

Public Safety Service Area

PORTLAND FIRE & RESCUE



Bureau Summary

Bureau Mission

Portland Fire & Rescue (PF&R) proactively, safely, and aggressively protects life, property, and the environment.

Bureau Vision

Our community is safe and protected from fire, medical, and other emergencies.

Bureau Principles

We are an integral and engaged part of our neighborhoods.

We are dedicated to diversity, equity, and inclusion.

We are fiscally accountable and environmentally responsible.

We are experts in prevention and emergency response.

We are committed and accountable to each other and our community.

Bureau Overview

Portland Fire & Rescue is the largest fire and emergency services provider in the state of Oregon, serving the city of Portland and the regional metropolitan area. PF&R is usually first on scene for all emergencies. In addition to responding to fire, medical, and other emergency incidents, PF&R is the lead responder for all natural and human caused disasters including: earthquake, flood, and terrorism, and also acts as an important safety net for those experiencing homelessness or who are without support systems. Additionally, PF&R provides critical public safety services including fire prevention and public education.

PF&R is managed and directed by the Fire Chief. The bureau consists of the Chief's Office and four divisions: Emergency Operations; Prevention; Training, Safety, & Emergency Medical Services (EMS); and Management Services. Training, facilities, apparatus maintenance, technology, finance, data analysis, and other functions are tightly integrated into bureau operations to provide mission-critical support to frontline firefighters and inspectors providing essential services to our community.

All-Hazards Emergency Response

In FY 2014-15, PF&R responded to over 77,000 calls for emergency services, requiring over 96,000 unit responses. PF&R's emergency operations deployment model is a network of fire and rescue stations with apparatus optimally positioned across PF&R's geographic service area in order to maximize response reliability, and to minimize response time, and, therefore, minimizing community risk. PF&R's fire and rescue stations provide an effective emergency response network 24 hours a day, 365 days a year. PF&R provides cost efficiencies to the public because its highly trained, all-hazards fire and rescue personnel serve as the first responders on fire, rescue, and medical calls, as well as high-risk natural disasters (such as earthquake, pandemics, floods, and landslides) and other catastrophic events (such as explosions, building collapse, and terrorist events). In addition, PF&R's core services are also cost effective by preventing emergencies from occurring through public education and fire prevention, which includes plan review and code enforcement.

Strategic Direction

In November 2014, PF&R undertook a year-long process to create its 2015-2020 Strategic Plan. A Steering Committee was formed comprised of bureau leadership, employees, and stakeholders who oversaw the development process. PF&R used a collaborative process to reach out to stakeholders, customers, PF&R employees, and the community to solicit feedback for our Strategic Plan through individual meetings, focus groups, community meetings, and a community survey.

With each Strategic Plan, we build upon the successes of previous plans and the important work being done throughout the organization. This plan creates our next road map to continue to deliver excellent fire, rescue, prevention, and emergency medical services to the Portland community.

The 2015-2020 Strategic Plan sets clear goals, objectives, and initiatives and is focused on the following five goal areas:

- ◆ Ensure operational excellence for superior and equitable service delivery.
- ◆ Establish a leadership role in the health of the community.
- ◆ Innovate and plan for long-term effectiveness.
- ◆ Develop a safer and more informed community.
- ◆ Continue to build PF&R's commitment to equity and inclusiveness.

Portland Plan and East Portland Action Plan

Many of PF&R's 2015-2020 Strategic Plan initiatives support the Portland Plan, either directly or indirectly, including improving language and cultural interpretations as it relates to fire and rescue services, community health, and neighborhood preparedness. PF&R supports the Portland Plan through the following 2015-2020 Strategic Plan initiatives:

- ◆ Improve our ability to communicate to our diverse communities.
- ◆ Increase awareness of safety challenges within high-risk communities.
- ◆ Improve engagement and dialogue with our communities to gain insights in to their cultures and needs.
- ◆ Review and refine recruiting practices so that PF&R reflects the community it serves.
- ◆ Convene partner agencies to define and implement shared roles and responsibilities for improving community health.
- ◆ Explore and test alternate ways to deliver care, including Alternate Destination Alternate Transportation (ADAT), leveraging our unique position in the neighborhoods.
- ◆ Prepare for disasters by: creating an Eastside Tech Rescue Annex; with equipment, training and protocols and by implementing emergency food supplies to feed each crew member for two weeks in the event of an emergency; and replacing those supplies biannually to help local food banks.
- ◆ Develop a youth outreach program to instill long-term health in the community.
- ◆ Explore potential funding sources related to the provisions of health education and care in our community.
- ◆ Develop a communications strategy for PF&R's leadership role in the health of the community.
- ◆ Improve training and education on low-frequency, high-risk events.

Summary of Budget Decisions

Additions

Funding for Firefighter Positions

Since FY 2013-14, PF&R has relied upon the Staffing for Adequate Fire & Emergency Response (SAFER) grant resources to fund 26 firefighter positions. The FY 2015-16 Budget included ongoing resources to fund 13 of these positions. The FY 2016-17 Adopted Budget funds the remaining 13 firefighter positions with ongoing General Fund resources totaling \$1.4 million, which allows PF&R to retain the current level of staffing at the City's 30 fire stations. Funding these firefighter positions was the Bureau's top budget priority and impacts several key performance measures, including response times, response reliability, and cardiac arrest resuscitation rate.

Prevention Fee Increase

The Special Use Permit Program is responsible for permits and inspections for special events such as trade shows, festivals, concerts, banquets, and outside tents. It also inspects after-hour assemblies such as nightclubs to prevent overcrowding and blocked exists. In addition, the program issues permits and inspects tanks, piping, and processing involving hazardous materials, fueling, blasting, pyrotechnics, fireworks, and other high-risk activities. Currently, fees for the Special Use Permit Program fund approximately 90% of the program cost. The FY 2016-17 Adopted Budget eliminates \$50,000 in General Fund support for this program by raising the fees of the Special User Permit Program to fully cover the program cost.

Technical Adjustments and Interagency Agreement Changes

The 2016-17 Adopted Budget includes technical adjustments to interagency agreements with the Office of Management & Finance funded through General Fund resources totaling \$39,567 one-time and \$5,309 ongoing, carryover of \$130,000 for the Innovation Fund award, and the addition \$60,700 for solar additions at Station 1. Also included in the Adopted Budget is \$219,013 in ongoing General Fund resources to re-establish the collection of public safety equipment replacement in the interagency agreement with the Bureau of Technology Services. This resource is not required in FY 2016-17 and is backed out on a one-time basis.

Budget Note

Collaboration on Facility Locations with Other City Bureaus

The FY 2016-17 budget does not include one-time resources for Portland Fire & Rescue (PF&R) to relocate and combine the current logistics center with the Training Division. Prior to any further commitment of one-time or ongoing resources, Portland Fire & Rescue is instructed to conduct a full needs-assessment, cost-benefit analysis, and analysis of future site locations for any relocation or consolidation plans for the Logistics, Training, and Prevention programs. Additionally, the bureau will identify the cost and operational impacts of having separate facilities as compared to a consolidated central location. Included in this analysis is the potential for PF&R to occupy portions of the Jerome Sears facility in southwest Portland, or any other City-owned facility prior to purchasing new property.

Administration & Support

Description

PF&R's Administration & Support is comprised of the following: Chief's Office, Management Services Division, and the Training, Safety & EMS Division.

The Chief's Office provides overall vision, direction, and management of PF&R. The Chief also oversees grant opportunities, human resources, and employee assistance.

The Management Services Division (MSD) provides administrative staff and resources in support of emergency operations and all PF&R programs and services. MSD consists of two programs, Logistics and Business Operations. Logistics provides critical support to Emergency Operations, including maintenance, repair, and procurement of fire facilities, apparatus, and equipment. Business Operations ensures compliance with all City financial, budgetary, payroll, procurement, and technology policies and procedures.

The Training, Safety, and EMS Division ensure all firefighters have the knowledge, skills, and physical abilities to perform their jobs safely. This division delivers ongoing training and new firefighter recruit training.

Goals

The Strategic Plan identifies several initiatives that Administration & Support will lead to assist PF&R in meeting these goals. These initiatives include:

- ◆ Improve training and education on low-frequency, high-risk events.
- ◆ Implement a program and clear path for leadership development.
- ◆ Develop a predictive model for risks, access, and service needs.
- ◆ Develop a community-supported, long-term plan for budget priorities.
- ◆ Develop a youth outreach program to improve long-term health in the community.
- ◆ Explore potential funding sources related to the provisions of health education and care in our community.
- ◆ Develop a comprehensive technology plan to improve service delivery.
- ◆ Improve our ability to communicate to our diverse communities.
- ◆ Review and refine recruiting practices so that PF&R reflects the community it serves.

Several of these initiatives are needs assessments and long term planning studies intended to help PF&R identify the resources and investments necessary to achieve these long-term strategic targets.

Performance

Highlights of FY 2014-15 included:

- ◆ PF&R completed over 6,000 hours of community outreach and partnership activities in FY 2014-15, connecting with over 100,000 citizens. Each division within PF&R continues to look for ways to expand and improve preparedness and prevention education.
- ◆ The Training, Safety, and EMS Division completed over 72,000 hours of training for sworn personnel in FY 2014-15, ensuring that all firefighters have the current knowledge, skills and physical abilities to perform their jobs safely, effectively, and comply with federal and state requirements.

- ◆ Full-time equivalent (FTE) employees lost to on-duty injury declined from 13.5 FTE in 2013-14 to 10.3 FTE in 2014-15. PF&R continues to stress safety in training and expects hours lost to injury to continue to decline. Additionally, FPDR has recently agreed to fund an exercise training program through FY 2016-17 to reduce injuries.

Changes to Services and Activities

PF&R's FY 2016-17 Adopted Budget does not include ongoing additions or reductions for Administration & Support.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 75.07 | 78.90 | 81.30 | 77.00 | 77.00 |
| Expenditures | | | | | |
| Chief's Office | 1,665,024 | 2,027,460 | 1,691,673 | 1,940,048 | 1,838,777 |
| Management Services | 13,700,206 | 16,180,506 | 31,238,517 | 19,955,351 | 20,056,622 |
| Training and Safety | 4,385,972 | 5,433,762 | 5,672,913 | 5,673,404 | 5,673,404 |
| Total Expenditures | 19,751,202 | 23,641,728 | 38,603,103 | 27,568,803 | 27,568,803 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Citizens contacted during community outreach/partnership activities | 121,702 | 108,600 | 120,000 | 120,000 | 120,000 |
| Time lost to on-duty injury (in full-time equivalent employees) | 13.50 | 10.30 | 10.20 | 10.20 | 10.00 |
| Effectiveness | | | | | |
| Percentage of residents rating service good or very good | 86% | 87% | 88% | 88% | 88% |
| Efficiency | | | | | |
| Average age of frontline engines | 8.90 | 8.80 | 8.70 | 8.50 | 8.50 |
| Average age of frontline trucks | 7.40 | 8.40 | 8.20 | 8.30 | 8.30 |
| Average miles on frontline engines | 86,075 | 89,442 | 89,000 | 88,000 | 89,000 |
| Average miles on frontline trucks | 55,663 | 62,136 | 60,000 | 60,000 | 60,000 |
| Workload | | | | | |
| Number of frontline emergency vehicles | 77 | 81 | 81 | 80 | 81 |
| Hours of in-service training | 72,602 | 72,895 | 73,000 | 71,700 | 74,000 |
| Hours of community outreach/partnership activities | 6,900 | 7,000 | 6,300 | 6,300 | 5,800 |

Emergency Operations

Description

The Emergency Operations Division is responsible for providing fire, medical, and other emergency incident response. Emergency response is PF&R's primary mission and the most critical and visible service the bureau provides to the community.

In FY 2014-15, PF&R responded to 10,483 calls reporting fire conditions or a suspicious fire situation (alarms, smoke in area, etc). Of these reported fires, 2,709 were actual fires requiring extinguishment, a 26 percent increase over the previous year. It is imperative that PF&R respond quickly to effectively handle any reported fire threat before it grows exponentially to threaten more lives and property.

As an efficiency to taxpayers, all PF&R firefighters assigned to emergency response are certified as Emergency Medical Technicians, with approximately 150 of these members certified as Paramedics. This configuration allows PF&R to provide Advanced Life Support (ALS) from each of its 30 fire and rescue stations. EMS comprises approximately 77% of all emergency responses.

Goals

The Strategic Plan identifies several objectives for Emergency Operations that are directly tied to PF&R's key performance measures:

- ◆ Increase response reliability as measured by percentage of time unit from closest station is available for response.
- ◆ Decrease in 90th percentile response time over planning horizon.
- ◆ Increase quality of response to life-threatening illness, as measured by successful cardiac arrest resuscitation rate.

At this time, PF&R has identified ambitious strategic targets for its key performance measures, representing achievement of the highest standards in fire and rescue services by the year 2025:

- ◆ Response time of 5 minutes and 20 seconds to 90% of high priority calls
- ◆ A response reliability of 95%.
- ◆ 85% of structure fires confined to room of origin
- ◆ Successful cardiac arrest resuscitation rate of 55%

PF&R intends to undertake rigorous planning studies over the next few years. These studies will evaluate deployment, staffing strategies, and the right size of the organization taking into account the pressure of fiscal constraints, increasing population, and the growing demand for medical services. At the conclusion of these studies, PF&R will have a better understanding of the level of resources necessary to meet these strategic targets and of the tradeoffs involved in increasing performance.

Performance

PF&R maintained service levels and its core emergency response responsibilities in 2014-15 as call volume continued to increase:

- ◆ PF&R responded to more than 77,000 emergency incidents in FY 2014-15, which is a 15.5% increase since FY 2010-11.
- ◆ Response reliability remained steady, improving slightly to 91.7% in 2014-15 from 91.5% in 2013-14.

- ◆ Response time in 2014-15 was 7 minutes and 12 seconds, failing to meet the NFPA recommendation and PF&R's goal.
- ◆ PF&R's EMS responses continue to provide above average service levels, as Multnomah County's cardiac arrest resuscitation rate is 49%, one of the highest rates in the nation.
- ◆ PF&R and the City of Portland maintained an Insurance Services Office (ISO) rating of 2, the second best rating for fire prevention and protection in ISO's Fire Suppression Rating Schedule.

Changes to Services and Activities

The FY 2016-17 Adopted Budget funds the remaining 13 firefighter positions previously funded by the SAFER grant with ongoing General Fund resources totaling \$1.4 million. This ongoing allocation allows PF&R to retain the current level of staffing at the City's 30 fire stations.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 589.00 | 586.00 | 586.00 | 587.00 | 587.00 |
| Expenditures | | | | | |
| Emergency Operations | 71,427,369 | 75,987,979 | 82,231,095 | 80,613,254 | 80,613,254 |
| Total Expenditures | 71,427,369 | 75,987,979 | 82,231,095 | 80,613,254 | 80,613,254 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Total number of incidents | 72,023 | 77,581 | 80,400 | 83,350 | 83,350 |
| Percentage of structural fires where flamespread was confined to room of origin | 78% | 76% | 75% | 74% | 77% |
| Percentage of time unit from closest station is available for response | 92% | 92% | 92% | 91% | 92% |
| Maximum response time to 90 percent of high priority calls | 7.12 | 7.12 | 7.10 | 7.12 | 7.10 |
| Successful Cardiac Arrest Resuscitation rate | 46% | 49% | 50% | 50% | 50% |
| Effectiveness | | | | | |
| Number of lives lost per 100,000 residents | 0.65 | 0.50 | 1.59 | 0.78 | 0.64 |
| Property loss as a percentage of property value | 0.58% | 0.50% | 0.50% | 0.50% | 0.50% |
| Insurance Service Office rating | 2 | 2 | 2 | 3 | 2 |
| Efficiency | | | | | |
| Number of incidents per average on-duty emergency staff | 437 | 470 | 487 | 518 | 505 |
| Percentage of responses (turnout and travel) to Code 3 incidents within 5:20 | 62% | 62% | 63% | 62% | 64% |
| Percentage of lower acuity healthcare and public assist calls responded to by RRV | 56% | 68% | 71% | 70% | 75% |

Portland Fire & Rescue

Public Safety Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Average number of on-duty emergency staffing | 165 | 165 | 165 | 161 | 165 |
| Number of fire incidents | 2,038 | 2,613 | 3,200 | 3,300 | 3,300 |
| Number of medical incidents | 50,764 | 54,268 | 56,200 | 58,050 | 58,050 |
| Number of other incidents | 19,221 | 20,700 | 21,000 | 22,000 | 22,000 |
| Total number of fires per 1,000 residents | 3.33 | 4.34 | 5.09 | 5.17 | 5.17 |
| Number of medical incidents per 1,000 residents | 83.07 | 90.22 | 89.42 | 90.99 | 90.99 |
| Number of reported fires (calls reporting fire conditions) | 10,288 | 11,224 | 13,900 | 14,300 | 14,300 |
| Unit responses | 89,496 | 96,061 | 99,700 | 103,300 | 103,300 |
| Number of civilian deaths due to fires | 4 | 6 | 10 | 5 | 4 |
| Value of properties saved | \$39,971,130 | \$2,959,858,000 | \$3,000,000,000 | \$3,000,000,000 | \$3,000,000,000 |

Prevention

| | |
|--------------------|--|
| Description | <p>The Prevention program is responsible for reducing the number of fires, fire deaths, and injuries occurring annually in the city, particularly among those populations that face disproportionately high risk of death due to fire. PF&R is designated by the Oregon State Fire Marshal as an exempt jurisdiction as defined in ORS476.030 (3). With this authority, PF&R performs, with few exceptions, all of the activities assigned by Oregon law to the State Fire Marshal.</p> <p>The Prevention program is comprised of the following sections: Plan Review, Permits and Public Assembly, Code Enforcement, Harbor Master, and Fire Arson and Investigation.</p> <p>The Plan Review section evaluates construction and development plans for compliance with fire and life safety codes, issues trade permits, and reviews plans for installation of suppression systems and fire alarm systems.</p> <p>The Special Use Permits section reviews and completes plans and permits; inspections for special events, shows, VIP events, festivals and seasonal events; inspections for after-hours public assembly (nightclub) safety program to prevent overcrowding and blocked exits; and plans, permits, and inspections for tanks, piping and processing involving hazardous materials, fueling, blasting, pyrotechnics, fireworks, and other high-risk activities.</p> <p>The Code Enforcement section identifies and mitigates fire hazards in commercial buildings, multi-family housing of three or more units, and marine-related operations. The section provides fire and life safety inspections every two years for commercial, multi-family residences (three or more units), and institutions (schools, hospitals, jails).</p> <p>The Harbor Master section is charged by City Code Title 19 with providing inspection of wharves, docks, landings, vessels, and watercraft. The Harbor Master partners with the United States Coast Guard, the Oregon State Marine Board, Multnomah County, the Port of Portland, and commercial ventures having an interest in the Willamette and Columbia Rivers.</p> <p>The Fire Arson and Investigations section is responsible for determining origins and causes of fires, explosions, and other emergency situations. Investigators are dually certified as law enforcement officers and firefighters, and work cooperatively with other law enforcement agencies to investigate fires and explosions at a regional level.</p> |
| Goals | <p>The Strategic Plan identifies several initiatives for the Prevention Division:</p> <ul style="list-style-type: none"> ◆ Increase awareness of safety challenges within high-risk communities. ◆ Develop an education and incentive program to encourage homeowners and businesses to engage in preventative measures. ◆ Take a leadership role in the City's resiliency planning and education. |

Portland Fire & Rescue

Public Safety Service Area

Performance

Prevention Division highlights from FY 2014-15 include:

- ◆ In FY 2014-15, PF&R successfully reduced structure fires to 5.16 per 1,000 inspectable occupancies, the lowest rate in the last five years.
- ◆ The Prevention Division reviewed over 8,000 plans and permits in FY 2014-15, a 6.5% increase over FY 2013-14.
- ◆ In FY 2014-15, over 15,500 fee code enforcement inspections and re-inspections were completed plus an additional 10,700 no-fee code enforcement inspections, re-inspections, and no-fee special request inspections.
- ◆ In the course of their inspections, inspectors found 14,625 code violations and abated 77% of the violations.
- ◆ The Investigation Unit investigated 872 fires, including 178 arson-related fires, and made 42 arrests for an arson clearance rate of 26% during FY 2014-15.

Changes to Services and Activities

The FY 2016-17 Adopted Budget increases fee collection revenue for the Special Use Permit Program by \$50,000.

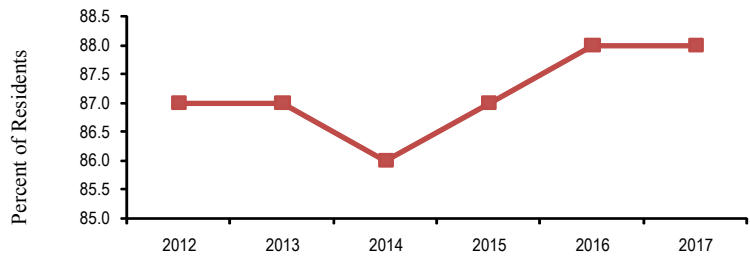
| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 52.00 | 52.00 | 53.50 | 52.00 | 52.00 |
| Expenditures | | | | | |
| Prevention | 6,402,235 | 6,943,454 | 7,547,517 | 7,467,322 | 7,467,322 |
| Total Expenditures | 6,402,235 | 6,943,454 | 7,547,517 | 7,467,322 | 7,467,322 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Number of structural fires per 1,000 inspectable occupancies | 5.30 | 5.16 | 5.21 | 5.31 | 5.31 |
| Total number of arson incidents per 10,000 residents | 4 | 3 | 3 | 3 | 3 |
| Efficiency | | | | | |
| Percentage of inspectable occupancies inspected within 27 months | 57% | 67% | 69% | 70% | 70% |
| Percentage of violations abated within 90 days of detection | 72% | 77% | 78% | 80% | 80% |

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|----------------------------|------------------------------|
| Workload | | | | | |
| Number of inspectable occupancies | 39,883 | 40,135 | 40,300 | 40,450 | 40,450 |
| Number of structural fires in inspectable occupancies | 210 | 207 | 255 | 265 | 265 |
| Number of structural fires in non-inspectable occupancies | 418 | 360 | 445 | 460 | 460 |
| Total number of structural fires | 628 | 567 | 700 | 725 | 725 |
| Number of structural fires per 1,000 residents | 1.03 | 0.94 | 0.97 | 0.98 | 0.98 |
| Number of fee code enforcement inspections | 14,795 | 14,950 | 15,100 | 15,150 | 15,150 |
| Number of fee code enforcement re-inspections | 785 | 817 | 825 | 850 | 850 |
| Total number of code violations found | 16,525 | 14,625 | 15,000 | 15,100 | 15,100 |
| Average number of violations per inspection | 1.12 | 0.98 | 0.99 | 1.00 | 1.00 |
| Number of no-fee code enforcement inspections | 2,369 | 2,747 | 2,800 | 2,900 | 2,900 |
| Number of no-fee code enforcement re-inspections | 5,147 | 5,410 | 5,500 | 5,600 | 5,600 |
| Number of special request inspections | 2,705 | 2,571 | 2,700 | 2,700 | 2,700 |
| Number of plan review and permits | 7,577 | 8,073 | 8,200 | 8,300 | 8,300 |
| Number of fire incidents investigated | 855 | 872 | 900 | 910 | 910 |
| Numbers of arson fires | 209 | 178 | 175 | 180 | 180 |
| Numbers of arrests | 55 | 42 | 55 | 60 | 60 |
| Clearance rate | 26 | 26 | 28 | 30 | 30 |

Performance Measures

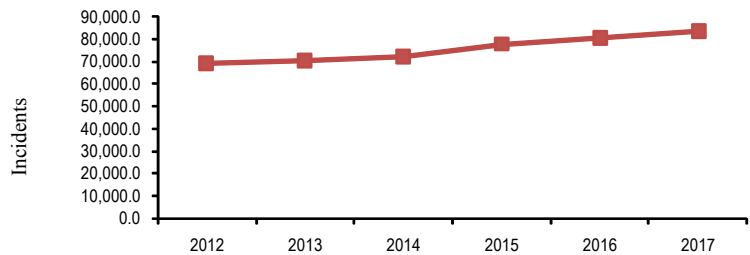
Percent of Residents Rating Service Good or Very Good

Each year, the City Auditor surveys thousands of randomly selected Portland households, asking the community for their perceptions of the quality of a variety of City services. For many years, at least 86% of residents have rated Portland Fire & Rescue's service as good or very good.



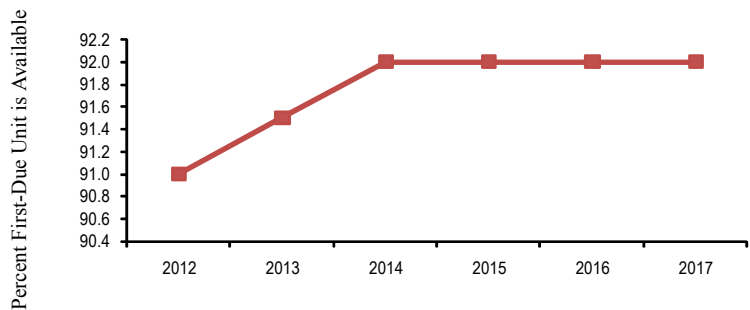
Total Number of Incidents

An incident is an individual occurrence or event that poses an immediate risk to health, life, property, or the environment. Most incidents require urgent intervention to prevent a worsening of the situation. Since FY 2010-11, the number of emergency response calls has increased by 15.5% to over 77,000 incidents annually.



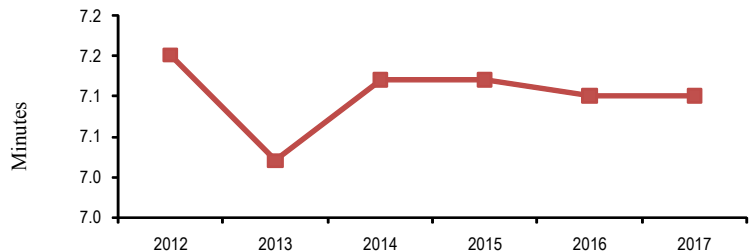
Percentage of Time Unit from Closest Station Is Available for Response

Response reliability is the measurement of whether or not a first-due unit in the Fire Management Area is available to respond when a citizen makes a call for emergency service. PF&R's response reliability has improved in recent years.



Maximum Response Time to 90% of High Priority Calls

PF&R's response time goal is 5 minutes and 20 seconds or less, 90% of the time. Currently, PF&R's citywide response time at the 90th percentile for Code 3 emergency calls is 7 minutes and 12 seconds, failing to meet the bureau's goal.



| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 2,301,923 | 2,728,933 | 2,961,224 | 2,550,000 | 2,550,000 |
| Charges for Services | 1,563,466 | 1,602,440 | 1,605,000 | 1,595,000 | 1,595,000 |
| Intergovernmental | 1,705,566 | 2,782,931 | 2,772,362 | 615,000 | 615,000 |
| Miscellaneous | 127,242 | 426,077 | 120,000 | 132,000 | 132,000 |
| Total External Revenues | 5,698,197 | 7,540,381 | 7,458,586 | 4,892,000 | 4,892,000 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 87,071,390 | 93,770,962 | 102,055,698 | 103,103,985 | 103,103,985 |
| General Fund Overhead | 67,917 | 70,015 | 73,010 | 77,098 | 77,098 |
| Fund Transfers - Revenue | 587,874 | 0 | 0 | 0 | 0 |
| Interagency Revenue | 2,948,347 | 3,630,479 | 4,878,029 | 5,179,450 | 5,179,450 |
| Total Internal Revenues | 90,675,528 | 97,471,456 | 107,006,737 | 108,360,533 | 108,360,533 |
| Beginning Fund Balance | 2,215,488 | 1,008,375 | 13,916,392 | 2,396,846 | 2,396,846 |
| Total Resources | \$98,589,213 | \$106,020,212 | \$128,381,715 | \$115,649,379 | \$115,649,379 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 85,461,938 | 92,027,419 | 97,920,684 | 97,023,341 | 97,023,341 |
| External Materials and Services | 5,589,532 | 7,276,838 | 7,949,621 | 7,307,569 | 7,307,569 |
| Internal Materials and Services | 5,091,772 | 6,025,767 | 6,417,225 | 6,461,914 | 6,461,914 |
| Capital Outlay | 1,437,596 | 1,243,137 | 16,094,185 | 4,856,555 | 4,856,555 |
| Total Bureau Expenditures | 97,580,838 | 106,573,161 | 128,381,715 | 115,649,379 | 115,649,379 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 1,008,375 | (552,949) | 0 | 0 | 0 |
| Total Requirements | \$98,589,213 | \$106,020,212 | \$128,381,715 | \$115,649,379 | \$115,649,379 |
| Programs | | | | | |
| 9-1-1 Operations | 6 | 0 | 0 | 0 | 0 |
| Administration & Support | 19,751,202 | 23,641,728 | 38,603,103 | 27,568,803 | 27,568,803 |
| Citywide Equity Program | 26 | 0 | 0 | 0 | 0 |
| Emergency Operations | 71,427,369 | 75,987,979 | 82,231,095 | 80,613,254 | 80,613,254 |
| Prevention | 6,402,235 | 6,943,454 | 7,547,517 | 7,467,322 | 7,467,322 |
| Total Programs | 97,580,838 | \$106,573,161 | \$128,381,715 | \$115,649,379 | \$115,649,379 |

Public Safety Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|---------------------------|------------------|-------------------|------------------|--------------|------------|------------|------------|------------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| Acquisitions | | | | | | | | |
| Apparatus Replacement | 1,359,000 | 13,666,392 | 1,698,249 | 0 | 0 | 0 | 0 | 1,698,249 |
| Total Acquisitions | 1,359,000 | 13,666,392 | 1,698,249 | 0 | 0 | 0 | 0 | 1,698,249 |
| Total Requirements | 1,359,000 | 13,666,392 | 1,698,249 | 0 | 0 | 0 | 0 | 1,698,249 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|---------------------------------------|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 41,579 | 59,779 | 1.00 | 59,784 | 1.00 | 59,784 | 1.00 | 59,784 |
| 30000063 | Accountant II | 54,371 | 68,453 | 1.00 | 61,548 | 1.00 | 63,718 | 1.00 | 63,718 |
| 30000064 | Accountant III | 59,862 | 75,296 | 1.00 | 75,300 | 1.00 | 75,300 | 1.00 | 75,300 |
| 30000061 | Accounting Technician | 34,445 | 49,462 | 1.00 | 49,464 | 1.00 | 49,464 | 1.00 | 49,464 |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 4.00 | 288,773 | 4.00 | 291,124 | 4.00 | 291,124 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 4.00 | 251,764 | 4.00 | 256,280 | 4.00 | 256,280 |
| 30000436 | Administrative Supervisor I | 59,800 | 79,726 | 1.00 | 79,728 | 1.00 | 79,728 | 1.00 | 79,728 |
| 30000441 | Business Operations Manager | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000442 | Business Operations Manager, Sr | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000440 | Business Operations Supervisor | 72,800 | 97,386 | 1.00 | 93,986 | 1.00 | 97,210 | 1.00 | 97,210 |
| 30000449 | Business Systems Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000333 | Development Services Technician II | 55,411 | 70,699 | 2.00 | 138,012 | 2.00 | 140,276 | 2.00 | 140,276 |
| 30000489 | EMS Program Manager | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000819 | EMS Specialist | 95,586 | 106,715 | 2.00 | 202,308 | 2.00 | 203,956 | 2.00 | 203,956 |
| 30002333 | Engineer-Fire Protection | 88,462 | 107,515 | 1.00 | 88,464 | 1.00 | 88,464 | 1.00 | 88,464 |
| 30000714 | Facilities Maintenance Supervisor, Sr | 65,957 | 87,963 | 1.00 | 74,400 | 1.00 | 76,432 | 1.00 | 76,432 |
| 30000071 | Facilities Maintenance Technician | 61,402 | 66,331 | 3.00 | 196,542 | 3.00 | 199,008 | 3.00 | 199,008 |
| 30000566 | Financial Analyst, Assistant | 49,275 | 75,899 | 1.00 | 68,506 | 1.00 | 75,900 | 1.00 | 75,900 |
| 30000806 | Fire Battalion Chief | 116,717 | 122,029 | 15.00 | 1,802,068 | 15.00 | 1,829,534 | 15.00 | 1,829,534 |
| 30000803 | Fire Captain | 93,969 | 106,117 | 32.00 | 3,327,908 | 33.00 | 3,496,768 | 33.00 | 3,496,768 |
| 30000817 | Fire Captain, Staff | 112,484 | 112,484 | 2.00 | 224,976 | 2.00 | 224,976 | 2.00 | 224,976 |
| 30000432 | Fire Chief | 126,131 | 180,752 | 1.00 | 180,756 | 1.00 | 180,756 | 1.00 | 180,756 |
| 30000823 | Fire Chief, Deputy | 105,477 | 140,290 | 7.00 | 982,044 | 6.00 | 841,752 | 6.00 | 841,752 |
| 30000825 | Fire Division Chief | 115,505 | 153,628 | 2.00 | 307,248 | 2.00 | 307,248 | 2.00 | 307,248 |
| 30000793 | Fire Fighter | 44,455 | 80,312 | 430.00 | 33,193,391 | 427.00 | 33,522,713 | 427.00 | 33,522,713 |
| 30000795 | Fire Fighter Specialist | 47,123 | 85,131 | 5.00 | 388,180 | 5.00 | 403,786 | 5.00 | 403,786 |
| 30000808 | Fire Inspector | 81,842 | 92,341 | 22.00 | 1,924,710 | 22.00 | 1,964,139 | 22.00 | 1,964,139 |
| 30000811 | Fire Inspector, Sr | 93,969 | 106,117 | 6.00 | 614,432 | 6.00 | 632,648 | 6.00 | 632,648 |
| 30000812 | Fire Inspector/Specialist | 86,752 | 97,881 | 10.00 | 977,027 | 10.00 | 978,840 | 10.00 | 978,840 |
| 30000815 | Fire Investigator | 86,752 | 97,881 | 5.00 | 489,420 | 5.00 | 489,420 | 5.00 | 489,420 |
| 30000336 | Fire Land Use Review Technician | 59,550 | 75,962 | 1.00 | 75,960 | 1.00 | 75,960 | 1.00 | 75,960 |
| 30000798 | Fire Lieutenant | 81,842 | 92,341 | 109.00 | 9,845,323 | 109.00 | 9,938,346 | 109.00 | 9,938,346 |
| 30000801 | Fire Lieutenant, Staff | 86,752 | 97,881 | 5.00 | 470,301 | 9.00 | 833,632 | 9.00 | 833,632 |
| 30000826 | Fire Marshal | 115,505 | 153,628 | 1.00 | 153,624 | 1.00 | 153,624 | 1.00 | 153,624 |
| 30001082 | Fire Marshal, Assistant | 95,450 | 126,952 | 2.00 | 235,740 | 2.00 | 280,584 | 2.00 | 280,584 |
| 30000800 | Fire Training Officer | 86,752 | 97,881 | 3.00 | 271,380 | 0.00 | 0 | 0.00 | 0 |
| 30000822 | Harbor Pilot | 81,842 | 92,341 | 10.00 | 915,332 | 10.00 | 919,797 | 10.00 | 919,797 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 2.00 | 146,520 | 2.00 | 146,520 | 2.00 | 146,520 |
| 30000453 | Management Analyst, Principal | 82,098 | 109,346 | 1.00 | 100,354 | 1.00 | 104,472 | 1.00 | 104,472 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 2.00 | 83,904 | 2.00 | 89,280 | 2.00 | 89,280 |
| 30000112 | Painter | 56,243 | 62,920 | 1.00 | 62,916 | 1.00 | 62,916 | 1.00 | 62,916 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 1.00 | 79,728 | 1.00 | 79,728 | 1.00 | 79,728 |
| 30000497 | Public Information Manager | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30001958 | Statistician | 69,285 | 92,498 | 1.00 | 72,849 | 1.00 | 75,840 | 1.00 | 75,840 |
| 30001558 | Timekeeping Specialist | 37,024 | 53,206 | 1.00 | 53,208 | 1.00 | 53,208 | 1.00 | 53,208 |
| 30000077 | Utility Worker II | 47,902 | 51,501 | 1.00 | 51,504 | 1.00 | 51,504 | 1.00 | 51,504 |
| 30000131 | Vehicle & Equipment Mechanic | 56,784 | 63,586 | 7.00 | 439,134 | 7.00 | 444,492 | 7.00 | 444,492 |
| 30000707 | Vehicle Maintenance Supervisor I | 62,795 | 83,720 | 1.00 | 62,796 | 0.00 | 0 | 0.00 | 0 |
| 30000708 | Vehicle Maintenance Supervisor II | 69,285 | 92,498 | 1.00 | 88,500 | 1.00 | 91,666 | 1.00 | 91,666 |
| 30000518 | Video Production Specialist | 59,800 | 79,726 | 2.00 | 150,924 | 2.00 | 153,840 | 2.00 | 153,840 |

Public Safety Service Area

| Salary Range | | | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|------------------------------|-------------------------------------|---------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| Class | Title | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| TOTAL FULL-TIME POSITIONS | | | | 718.00 | 60,050,048 | 715.00 | 60,733,945 | 715.00 | 60,733,945 |
| 30000474 | EAP Specialist | 59,800 | 79,726 | 0.90 | 36,002 | 0.50 | 39,864 | 0.50 | 39,864 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 0.90 | 43,829 | 0.50 | 46,248 | 0.50 | 46,248 |
| TOTAL PART-TIME POSITIONS | | | | 1.80 | 79,831 | 1.00 | 86,112 | 1.00 | 86,112 |
| 30001533 | Business Systems Analyst, Principal | 76,294 | 102,544 | 1.00 | 25,201 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 1.00 | 25,201 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 720.80 | 60,155,080 | 716.00 | 60,820,057 | 716.00 | 60,820,057 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|------------------|---------------|--------------------|---------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 114,043,801 | 0 | 114,043,801 | 703.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | (173,880) | 0 | (173,880) | 0.00 | Technical adjustments |
| | 0 | 0 | 0 | 0.00 | Increase Prevention revenues |
| | 1,543,882 | 0 | 1,543,882 | 13.00 | Firefighter positions previously funded under Grant revenues |
| | 5,309 | 39,567 | 44,876 | 0.00 | OMF interagency balancing |
| | 0 | 60,700 | 60,700 | 0.00 | Solar additions at Station 1 |
| | 0 | 130,000 | 130,000 | 0.00 | Carryover - Innovation Fund award for Community Health Assessment Team |
| | 219,013 | (219,013) | 0 | 0.00 | Radio replacement set-aside |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| | 1,594,324 | 11,254 | 1,605,578 | 13.00 | Total FY 2016-17 Decision Packages |
| | | | 115,649,379 | 716.00 | Total Adopted Budget |

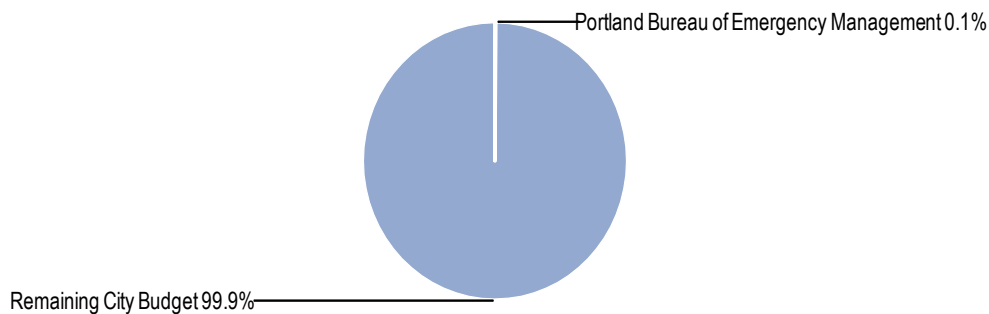
Portland Bureau of Emergency Management

Public Safety Service Area

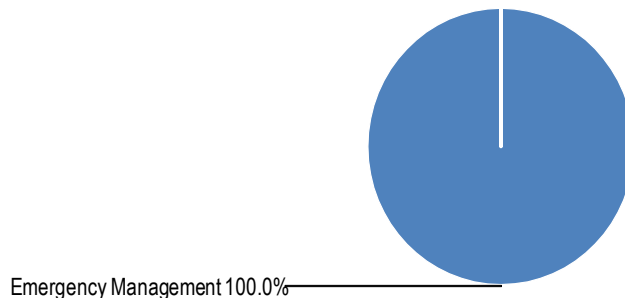
Steve Novick, Commissioner-in-Charge

Carmen Merlo, Director

Percent of City Budget



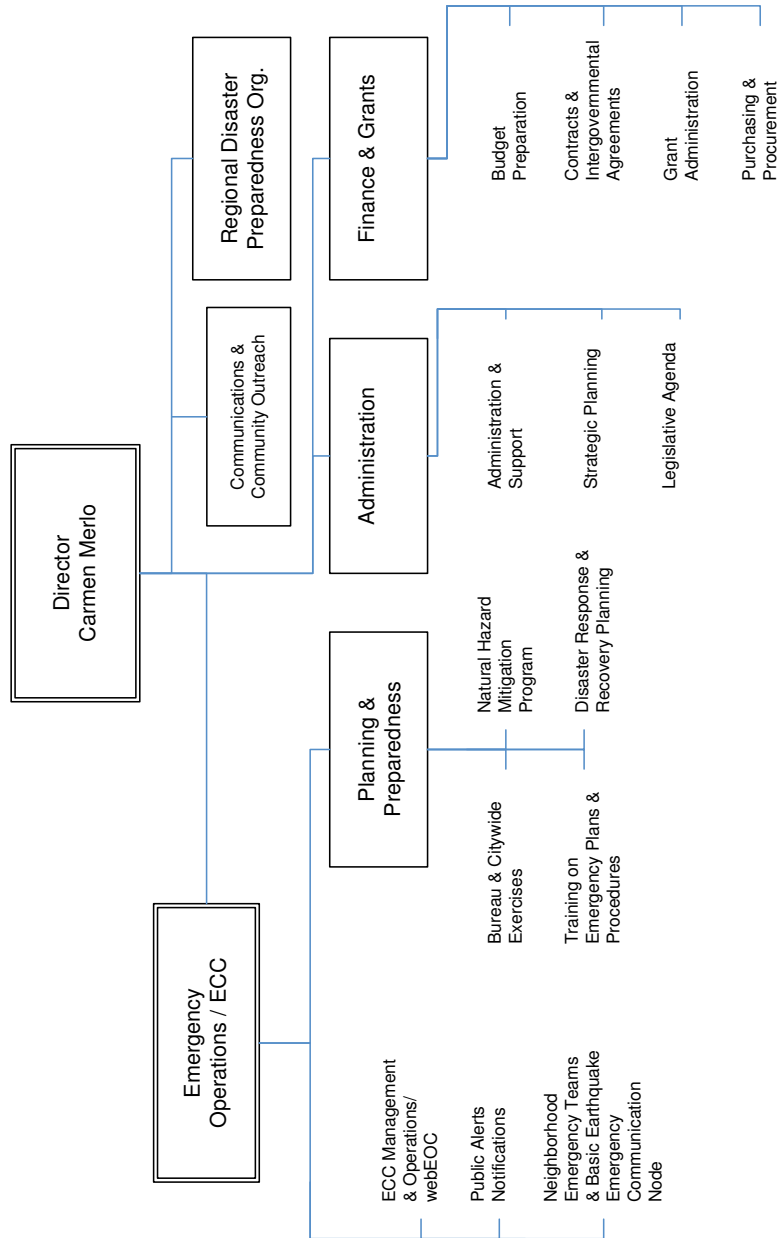
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 8,182,672 | 4,774,718 | (3,407,954) | (41.65) |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 8,182,672 | 4,774,718 | (3,407,954) | (41.65) |
| Authorized Positions | 20.00 | 19.33 | (0.67) | (3.33) |

Portland Bureau of Emergency Management



Bureau Summary

Bureau Mission

The mission of the Portland Bureau of Emergency Management (PBEM) is to promote readiness, coordinate response and build resilience for Portland.

Bureau Overview

The Portland Bureau of Emergency Management works before, during, and after emergencies to minimize the impacts on the community and promote a culture of resilience. Resilience is the capacity of the city's infrastructure, systems, and residents to adapt and thrive no matter the impacts of a disaster or other disruptive event.

Bureau Goals

The bureau's Strategic Plan is aligned around five goals:

1. Expand and maintain a complete suite of mitigation, response and recovery plans that meet objective standards of high professional achievement in the field of emergency management.
2. Advance Emergency Coordination Center (ECC) readiness.
3. Inspire a culture of preparedness.
4. Integrate emergency management into broader community-oriented goals and investment strategies.
5. Adopt equity and diversity goals as part of a whole community approach to emergency preparedness.

PBEM is currently updating the bureau's Strategic Plan for 2017-2019, which will fully integrate the bureau's equity plan.

Bureau Organization

PBEM's organizational structure consists of six program areas:

- ◆ Administration and Regional Disaster Preparedness Organization
- ◆ Emergency Operations
- ◆ Planning and Preparedness
- ◆ Exercise and Training
- ◆ Communications and Community Outreach
- ◆ Finance and Grants

Strategic Direction

Emergency Management Accreditation Program

A focus of the bureau's current Strategic Plan is the pursuit of the national Emergency Management Accreditation Program (EMAP). In the emergency management discipline, EMAP is the industry standard for excellence. It is a refined set of program requirements based on years of lessons learned from emergencies. Communities achieving EMAP accreditation are among the most prepared to handle any emergency. Around the country, few state agencies - and even fewer cities - successfully meet each of the 64 EMAP requirements, and none presently in Oregon.

| | |
|----------------------------|--|
| PBEM Strategic Plan | <p data-bbox="456 180 1446 247">Goal 1: Expand and maintain a complete suite of mitigation, response, and recovery plans.</p> <p data-bbox="456 258 1494 390">PBEM now anticipates completing EMAP accreditation by FY 2017-18 and when current vacancies are filled in the Planning and Preparedness Section the bureau anticipates further progress on the Natural Hazard Mitigation Plan and the Continuity of Operations Plan.</p> <p data-bbox="456 422 1338 457">Goal 2: Advance Emergency Coordination Center (ECC) readiness.</p> <p data-bbox="456 468 1528 600">In 2015, the ECC was used for 16 training exercises, emergency incidents, and large-scale planned events. The ECC program is led by the Operations Manager and a variety of program staff throughout the bureau working on ECC readiness in addition to other primary programmatic duties.</p> <p data-bbox="456 632 1005 667">Goal 3: Inspire a culture of preparedness.</p> <p data-bbox="456 678 1520 879">The Neighborhood Emergency Team (NET) program promotes community preparedness and delivers advanced training and educational programs to NET volunteers, and is the bureau's most publicly-facing program with 851 active volunteers. PBEM's Basic Earthquake Emergency Communication Node (BEECN) program is equipping 48 locations to serve as initial gathering and communication points after a large-scale emergency.</p> <p data-bbox="456 911 1474 972">Goal 4: Integrate emergency management into broader community goals and investment strategies.</p> <p data-bbox="456 982 1523 1249">In 2014, City Council directed PBEM, the Portland Development Commission, and Bureau of Development Services to conduct best practices research into how other cities have addressed the seismic risk posed by Unreinforced Masonry (URM) buildings. Staff from the three bureaus convened a Retrofit Standards Committee to provide input on code change recommendations and a Seismic Support Committee to provide input on a suite of programs to incent owners to retrofit their URM buildings. PBEM is now convening a Policy Committee that will facilitate public input on the final recommendations to Council.</p> <p data-bbox="456 1281 1003 1316">Goal 5: Adopt equity and diversity goals.</p> <p data-bbox="456 1327 1523 1560">One of the key emergency response capabilities of local governments is the ability to disseminate prompt emergency alerts and warnings regarding threats to public health and life safety. While the city employs all available means of notification (broadcast media, social media, Emergency Alert System), it also has the ability to deliver voice (landline, cellular and VoIP), text and email alerts. In addition, PBEM strives to increase the amount of NET volunteers from underserved populations and target outreach in or near hazard-prone areas.</p> |
| Significant Issues | <p data-bbox="456 1591 1523 1822">As the bureau works to complete the strategic plan goals, PBEM has been confronted with a number of significant issues. The bureau has experienced vacancies that have increased workload on existing staff and hindered the ability to complete goals along planned timelines. As limited-term positions, both the COOP Planner and the Natural Hazard Mitigation Plan Planner positions will expire in FY 2016-17. However, there is ongoing work associated with maintaining these plans and this may require reprioritizing existing staff or additional ongoing resources.</p> |

Since the BEECN program was launched in December 2012 the bureau has had issues with stolen BEECN caches or missing equipment, and replacement equipment will require additional resources. Routine radio testing of the BEECN sites has also uncovered problems communicating between a few BEECN sites and the respective local fire station. The bureau was able to remedy some of these problems by purchasing and installing additional radio communications equipment; however, in other cases a new BEECN site will have to be identified that will minimize the terrain issues preventing radio transmission.

The success of the NET program has also created a new challenge for the bureau as there are now 1,260 Portlanders waiting to be trained as NETs. With 1.0 FTE dedicated to the program, the bureau trained and graduated 270 people from the NET program in 2015. The bureau will continue to train as many Portlanders as possible, but will likely not be able to meet current demand with its limited existing staff.

Summary of Budget Decisions

Additions

Assistant Program Specialist - BEECN

Ongoing General Fund resources totaling \$108,102 are included for a permanent full time position to support community preparedness and the BEECN program. This figure is reduced by \$30,323 for FY 2016-17 only due to carryover of unspent resources for this position in FY 2015-16. This position will assist with BEECN volunteer team recruitment/development, provide exercise and drill opportunities to keep volunteers confident and competent in skills needed to deploy following an earthquake, develop basic ground-work for the Campus Community Emergency Response Team program within Portland Public Schools, and assist with community outreach and planning.

Satellite Communication and Crisis Management Information Systems

The FY 2016-17 budget includes ongoing General Fund resources totaling \$62,000 for operational expenses (redundant satellite communication systems and online crisis management information systems) essential to the operation of the Emergency Coordination Center.

Limited Term Continuity of Operations Planner

The FY 2016-17 budget includes carryover of one-time General Fund resources totaling \$122,139 for 1.0 Limited Term FTE to assist City bureaus in developing Continuity of Operations (COOP) plans that meet FEMA guidelines. A COOP plan is a strategy to continue essential public services following a disruptive event, whether from an earthquake or power outage.

Survey and Public Messaging Survey

The FY 2016-17 Adopted Budget includes carryover of one-time General Fund resources totaling \$80,000 for surveying purposes, including a Public Messaging Survey, as well as other survey needs. These funds will be used to design and conduct public opinion research to better understand the hazards of concern to Portland residents and the motivations for, and barriers to, greater preparedness. The survey will also seek to understand how different neighborhoods or demographic groups (including Limited English Proficiency) have different concerns, motivations, or barriers.

Natural Hazard Mitigation Planning Carryover

The FY 2016-17 Adopted Budget includes carryover of one-time grant and General Fund resources totaling \$35,323 for a limited-term Natural Hazard Mitigation Planner. This position supports the Natural Hazard Mitigation Plan which is a strategy to reduce the city's exposure to natural hazard risk by systematically identifying vulnerabilities and reducing them over time with focused capital investments.

Emergency Coordination Center Operations and Maintenance Support

The FY 2016-17 Adopted Budget includes \$6,160 in General Fund ongoing resources as part of an Operations and Maintenance support true-up for the bureau's Emergency Coordination Center.

Interagency Balancing

This decision package funds costs associated with various Office of Management & Finance charges in the FY 2016-17 Adopted Budget, including the bureau's portion of the data center relocation from the third floor of the Portland Building (\$10,903, funded one-time from contingency) and fuel system debt allocation (\$656, funded through ongoing General Fund resources).

Radio Replacement Set-Aside

The FY 2016-17 Adopted Budget shifts \$7,296 from one-time to ongoing General Fund resources for the bureau's allocation of radio replacement set-aside.

Emergency Management

Description

The Portland Bureau of Emergency Management's programs include:

Administration

The Director's Office provides overall direction and management in support of the bureau's mission and objectives and implementation of the bureau's Strategic Plan.

The Director's Office is also responsible for supporting the implementation of the Regional Disaster Preparedness Organization (RDPO). The RDPO is a partnership of government agencies, non-governmental organizations, and private-sector stakeholders in the Portland Metropolitan Region working together on preparedness for terrorism, earthquakes and other disasters of regional impact. The metropolitan region spans Clackamas, Columbia, Multnomah, and Washington Counties in Oregon and Clark County in Washington. The work of the RDPO is conducted and coordinated through a well-defined structure of committees and work groups which engage elected leaders, executives and subject matter experts from more than a dozen disciplines around the region.

Emergency Operations

The Operations Section is responsible for maintaining the operational readiness of the City's Emergency Coordination Center (ECC) and citywide ECC personnel, coordinating the Duty Officer program, delivering training and educational programs to the public via the Neighborhood Emergency Team (NET) program and coordinating the citywide Basic Earthquake Emergency Communication Node (BEECN) program. The Operations Section is also responsible for administering the crisis management software, WebEOC, for multiple counties/jurisdictions in the Portland area and overseeing the daily operations of the bureau including specialized Emergency Coordination Center technology and communications.

Planning and Preparedness

This section is responsible for developing and updating Citywide emergency plans including: operational plans for how the City will respond to emergencies; the Citywide Continuity of Operations (COOP) plan - a strategy to continue essential City functions following a widespread disruptive event; and the Natural Hazard Mitigation Plan, which is the City's strategy to reduce risks from natural hazards over time. Planning is stakeholder-based. It seeks to engage all bureaus with an emergency response role, representatives from partner jurisdictions and, for public-facing plans, a cross-section of the broader community.

Exercise and Training

The Exercise and Training Section is responsible for teaching emergency response principles and skills to PBEM staff and Emergency Coordination Center responders. through regular exercises that test City emergency plans and create opportunities for responders to practice.

Communications and Community Outreach

The Communications and Community Outreach Section coordinates risk and crisis communications while managing the Portland Bureau of Emergency Management's interaction with the community and other City bureaus.

Finance and Grants

The Finance and Grants Section maintains the financial integrity of the bureau through administrative support and oversight, budget development, accounting, expenditure monitoring, financial reporting, and administration of several federal homeland security and hazard mitigation grants.

Goals**Climate Action Plan Goals**

PBEM's programs directly support several goals of the Climate Action Plan, including minimizing health issues caused by extreme heat days and strengthening emergency management capacity to prepare for and respond to heat, floods, landslides and other emergencies in culturally appropriate ways.

Equity Goals

The Disability, Access and Functional Needs Compliance Assessment project will assess the emergency management programs of the City of Portland and Clackamas, Clark, Multnomah, and Washington Counties in regard to meeting the needs of people with disabilities and others with access and functional needs in preparation for and during major emergencies and disasters. Additionally, the Regional Disaster Preparedness Messaging Project coordinated by PBEM emphasizes building resilience at the household and community levels in the face of hazards such as earthquakes.

Portland Plan

Both the BEECN and NET programs implement emergency preparedness objectives of the Portland Plan - specifically, by increasing "household, block and neighborhood scale emergency preparedness including a system of gathering places, shelters and information and food and water distribution centers."

Comprehensive Plan

Sustainable development cannot be achieved unless disaster risk is reduced. To this end, the Comprehensive Plan includes policies encouraging hazard resilient design. The NHMP update and unreinforced masonry programs both directly support approaches that "reduce the risks and impacts of natural disasters or other major disturbances and that improve the ability of people, wildlife, natural systems, and property to withstand and recover from such events."

Performance

The number of new public alerts and registrations is an indicator of the number of Portlanders who recognize the possibility of a disaster and take an action to become prepared. The bureau has a target of 5,000 new registrations for FY 2016-17.

The bureau has set a target to ensure 80% of bureaus have compliant COOP plans by the end of FY 2016-17.

The percentage of neighborhoods with active NET Teams measure is an important indicator of connected, resilient neighborhoods, which is a theme of The Portland Plan. The bureau has set a target that 63% of neighborhoods will have active NET teams in FY 2016-17.

Positive ratings from PBEM classes indicates the success of PBEM's training and exercise program. The bureau has a target of 85% of participants giving a good or excellent rating in FY 2016-17.

Portland Bureau of Emergency Management

Public Safety Service Area

Changes to Services and Activities

PBEM received funding for a permanent Assistant Program Specialist to assist with the Basic Earthquake Emergency Communication Node (BEECN) program. The BEECN program will further advance community disaster resilience by pre-identifying neighborhood gathering locations throughout the city and providing exercise and drill opportunities to keep BEECN volunteers confident and competent in skills they will need to deploy following an earthquake.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 17.58 | 17.50 | 20.00 | 19.33 | 19.33 |
| Expenditures | | | | | |
| Administration & Support | 4,453,782 | 2,158,026 | 6,059,779 | 2,697,636 | 2,594,757 |
| Emergency Management | 8,236 | 24,127 | (17,121) | 17,689 | 17,689 |
| Emergency Operations | 795,877 | 460,155 | 818,602 | 1,016,857 | 1,078,857 |
| Exercises & Training | 212,155 | 224,079 | 246,240 | 263,439 | 263,427 |
| Planning & Mitigation | 243,083 | 198,876 | 766,227 | 471,571 | 471,571 |
| Public Information Office | 108,665 | 119,197 | 26,500 | 111,540 | 111,540 |
| Regional Disaster Prep Org | 0 | 1,936 | 282,445 | 133,986 | 236,877 |
| Total Expenditures | 5,821,798 | 3,186,396 | 8,182,672 | 4,712,718 | 4,774,718 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Number of new PublicAlerts registrations | 5,165 | 3,410 | 5,000 | 5,000 | 5,000 |
| Percentage of bureaus with updated COOP plan that meets or exceeds FEMA standard | 50% | 72% | 75% | 80% | 80% |
| Percentage of neighborhoods with active NET teams. | 37% | 47% | 50% | 63% | 63% |
| Percentage of participants who rate PBEM classes and exercises as "good" or "excellent" | NA | 88% | 75% | 85% | 85% |
| Effectiveness | | | | | |
| Percentage of bureau strategic plan objectives achieved or in progress | 72% | 75% | 75% | 90% | 90% |
| Percentage of completed improvement plan tasks completed within a year of creation | 63% | 75% | 75% | 75% | 75% |
| Number of City employees in a Portland Bureau of Emergency Management class or training annually | 124 | 212 | 100 | 125 | 125 |
| Percentage of bureau plans that are up-to-date according to their published standards | NA | 82% | 100% | 90% | 90% |
| Workload | | | | | |
| Number of new Neighborhood Emergency Team volunteers trained per year | 110 | 137 | 200 | 250 | 250 |
| Number of Neighborhood Emergency Team volunteers participating in advance training per year | 400 | 293 | 200 | 100 | 100 |
| Number of hours completed by students in Portland Bureau of Emergency Management classes annually | 6,158 | 4,862 | 2,000 | 2,000 | 2,000 |
| Number of active NET Teams | 38 | 45 | 50 | 60 | 60 |

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 0 | 0 | 34,706 | 0 | 0 |
| Intergovernmental | 4,589,364 | 1,700,518 | 5,795,459 | 2,057,218 | 2,057,218 |
| Miscellaneous | 1,380 | 1,740 | 1,200 | 0 | 0 |
| Total External Revenues | 4,590,744 | 1,702,258 | 5,831,365 | 2,057,218 | 2,057,218 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 504,680 | 1,980,234 | 936,492 | 1,263,664 | 1,291,900 |
| General Fund Overhead | 1,216,836 | 1,183,147 | 1,404,815 | 1,381,836 | 1,415,600 |
| Interagency Revenue | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Total Internal Revenues | 1,731,516 | 3,173,381 | 2,351,307 | 2,655,500 | 2,717,500 |
| Beginning Fund Balance | (5,811,701) | (5,311,239) | 0 | 0 | 0 |
| Total Resources | \$510,559 | \$(435,600) | \$8,182,672 | \$4,712,718 | \$4,774,718 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 1,559,846 | 1,662,364 | 2,664,551 | 2,191,928 | 2,237,885 |
| External Materials and Services | 3,552,859 | 777,167 | 4,731,293 | 1,739,299 | 1,755,342 |
| Internal Materials and Services | 697,843 | 746,865 | 786,828 | 781,491 | 781,491 |
| Capital Outlay | 11,250 | 0 | 0 | 0 | 0 |
| Total Bureau Expenditures | 5,821,798 | 3,186,396 | 8,182,672 | 4,712,718 | 4,774,718 |
| Fund Expenditures | | | | | |
| Fund Transfers - Expense | 0 | 1,202,297 | 0 | 0 | 0 |
| Total Fund Expenditures | 0 | 1,202,297 | 0 | 0 | 0 |
| Ending Fund Balance | (5,311,239) | (4,824,293) | 0 | 0 | 0 |
| Total Requirements | \$510,559 | \$(435,600) | \$8,182,672 | \$4,712,718 | \$4,774,718 |
| Programs | | | | | |
| Emergency Management | 5,821,798 | 3,186,396 | 8,182,672 | 4,712,718 | 4,774,718 |
| Total Programs | 5,821,798 | \$3,186,396 | \$8,182,672 | \$4,712,718 | \$4,774,718 |

Portland Bureau of Emergency Management

FTE Summary

Public Safety Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000063 | Accountant II | 54,371 | 68,453 | 1.00 | 54,372 | 1.00 | 59,732 | 1.00 | 59,732 |
| 30000440 | Business Operations Supervisor | 72,800 | 97,386 | 1.00 | 95,388 | 1.00 | 95,388 | 1.00 | 95,388 |
| 30000493 | Community Outreach & Informtn Rep, Sr | 65,957 | 87,963 | 1.00 | 71,067 | 1.00 | 73,981 | 1.00 | 73,981 |
| 30000430 | Emergency Management Director | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000790 | Emergency Management Operations Manager | 88,275 | 117,562 | 1.00 | 114,219 | 1.00 | 116,964 | 1.00 | 116,964 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 1.00 | 49,464 | 1.00 | 49,464 | 1.00 | 49,464 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 1.00 | 74,976 | 1.00 | 78,044 | 1.00 | 78,044 |
| 30000465 | Program Manager | 69,285 | 92,498 | 1.00 | 89,448 | 1.00 | 91,872 | 1.00 | 91,872 |
| 30000466 | Program Manager, Sr | 82,098 | 109,346 | 1.00 | 98,592 | 1.00 | 102,636 | 1.00 | 102,636 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 4.00 | 311,196 | 4.00 | 313,164 | 4.00 | 313,164 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 0.00 | 0 | 1.00 | 75,552 | 1.00 | 75,552 |
| 30000495 | Public Information Officer | 69,285 | 92,498 | 1.00 | 76,188 | 1.00 | 78,268 | 1.00 | 78,268 |
| TOTAL FULL-TIME POSITIONS | | | | 14.00 | 1,177,302 | 15.00 | 1,277,457 | 15.00 | 1,277,457 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 5.00 | 348,146 | 4.33 | 314,262 | 4.33 | 314,262 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 1.00 | 74,508 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 6.00 | 422,654 | 4.33 | 314,262 | 4.33 | 314,262 |
| GRAND TOTAL | | | | 20.00 | 1,599,956 | 19.33 | 1,591,719 | 19.33 | 1,591,719 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

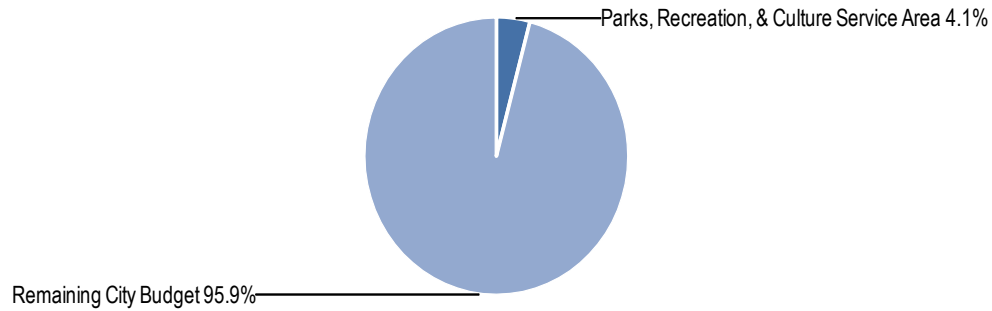
| Action | Amount | | | FTE | Decision |
|---|----------------|----------------|------------------|--------------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 4,349,692 | 0 | 4,349,692 | 17.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 108,102 | (30,323) | 77,779 | 1.00 | BEECN Assistant Program Specialist |
| | 6,160 | 0 | 6,160 | 0.00 | Emergency Coordination Center O&M |
| | 6,594 | 4,965 | 11,559 | 0.00 | OMF interagency balancing |
| | 0 | 122,139 | 122,139 | 1.00 | Carryover - COOP planner position |
| | 0 | 30,323 | 30,323 | 0.00 | Carryover - BEECN program specialist position |
| | 0 | 80,000 | 80,000 | 0.00 | Carryover - survey & public messaging |
| | 0 | 35,066 | 35,066 | 0.33 | Carryover - Natural Hazard Mitigation planner |
| | 3,323 | (3,323) | 0 | 0.00 | Radio replacement set-aside |
| Approved Budget Additions and Reductions | | | | | |
| | 62,000 | 0 | 62,000 | 0.00 | Satellite phones and grant backfill |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| | 186,179 | 238,847 | 425,026 | 2.33 | Total FY 2016-17 Decision Packages |
| | | | 4,774,718 | 19.33 | Total Adopted Budget |



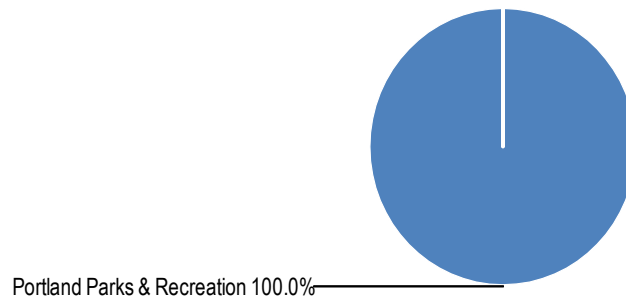
Parks, Recreation, & Culture Service Area

- Portland Parks & Recreation

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 141,034,409 | 128,370,592 | (12,663,817) | (8.98) |
| Capital | 50,929,560 | 47,055,706 | (3,873,854) | (7.61) |
| Total Requirements | 191,963,969 | 175,426,298 | (16,537,671) | (8.61) |
| Authorized Positions | 580.12 | 598.07 | 17.95 | 3.09 |

Service Area Highlights

Description

The Parks, Recreation, & Culture service area includes services for Portland Parks & Recreation, the Golf program, Portland International Raceway, and the Parks Capital Improvement Program Fund.

Major Themes

Portland Parks & Recreation General Fund Budget

The FY 2016-17 Adopted Budget is funded with \$67.3 million in General Fund discretionary resources and an additional \$83.1 million in non-discretionary revenue. Of a total of 598.07 FTE bureau-wide, 535.12 are funded in the General Fund. Changes from FY 2015-16 include the addition of \$4.4 million and 101.25 FTE for the conversion and increased costs of Parks employees' wages and benefits following the recent arbitration settlement, \$300,000 to continue the Parks for New Portlanders program, \$100,000 and 1.0 FTE to implement a revised scholarship policy, \$23,100 to open Matt Dishman Community Center Pool on Sundays, \$150,000 for 2.0 FTE additional park rangers, and \$220,954 to the fund operations and maintenance of new parks. The FY 2016-17 Adopted Budget also includes \$182,000 to install solar panels at Southwest Community Center, \$98,000 to provide sheriff services at Riverplace Marina, \$55,000 to fund a portion of staffing costs at Rosewood Community Center, and \$3.8 million for three capital projects. Reductions were also made in the FY 2016-17 budget, including a reduction of \$97,389 for seasonal maintenance staff, a reduction of \$65,000 in natural area trail maintenance funding, and the elimination of an administrative support position.

Parks Construction and Maintenance Program

The FY 2016-17 Capital Improvement Plan budget is \$65.7 million. Of this amount, \$5.5 million is supported by the City's General Fund with remaining funding derived from grants, system development charges, the Portland Development Commission, Metro, the 2014 Parks Bond, and other sources.

Portland International Raceway

The FY 2016-17 Adopted Budget for the Portland International Raceway includes \$2.0 million in program fee revenues, \$1.5 million in bureau level expenditures, and \$0.7 million in fund level expenditures that include contingency, fund transfers, and debt service. The Adopted Budget includes 6.0 FTE.

Golf Program

The FY 2016-17 Adopted Budget for the Golf program is \$10.2 million of program revenues and \$400,000 of fund balance. These fund \$8.9 million in bureau level expenditure and \$1.3 million in contingency and other fund level expenses. Revenues for the Golf program are primarily derived from rounds of golf played and golf course concessions. The Golf program does not receive any General Fund resources. The FY 2016-17 Adopted Budget includes 31.0 FTE.

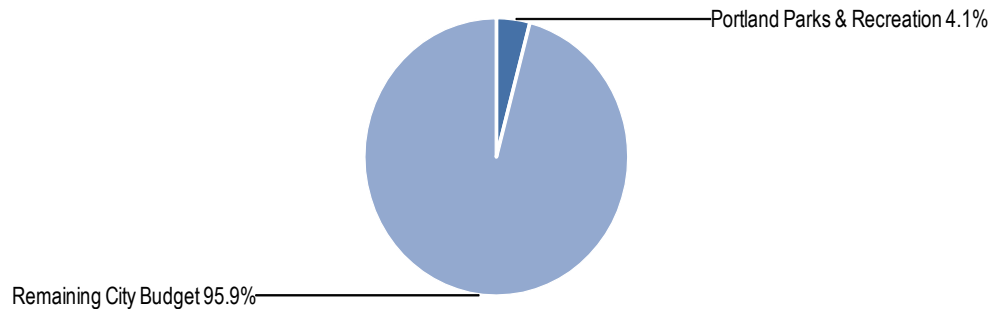
Portland Parks & Recreation

Parks, Recreation, & Culture Service Area

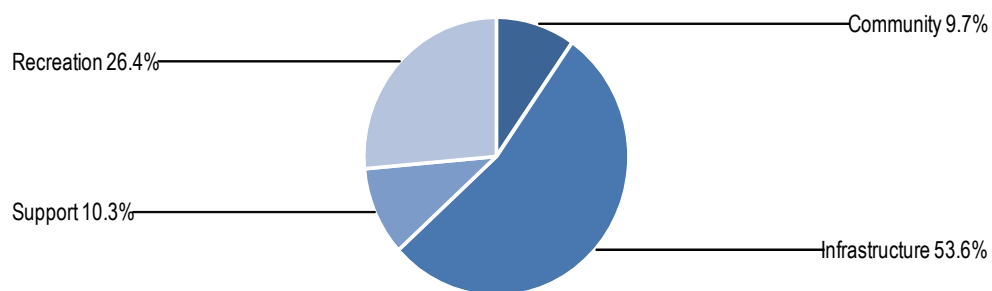
Amanda Fritz, Commissioner-in-Charge

Mike Abbaté, Director

Percent of City Budget



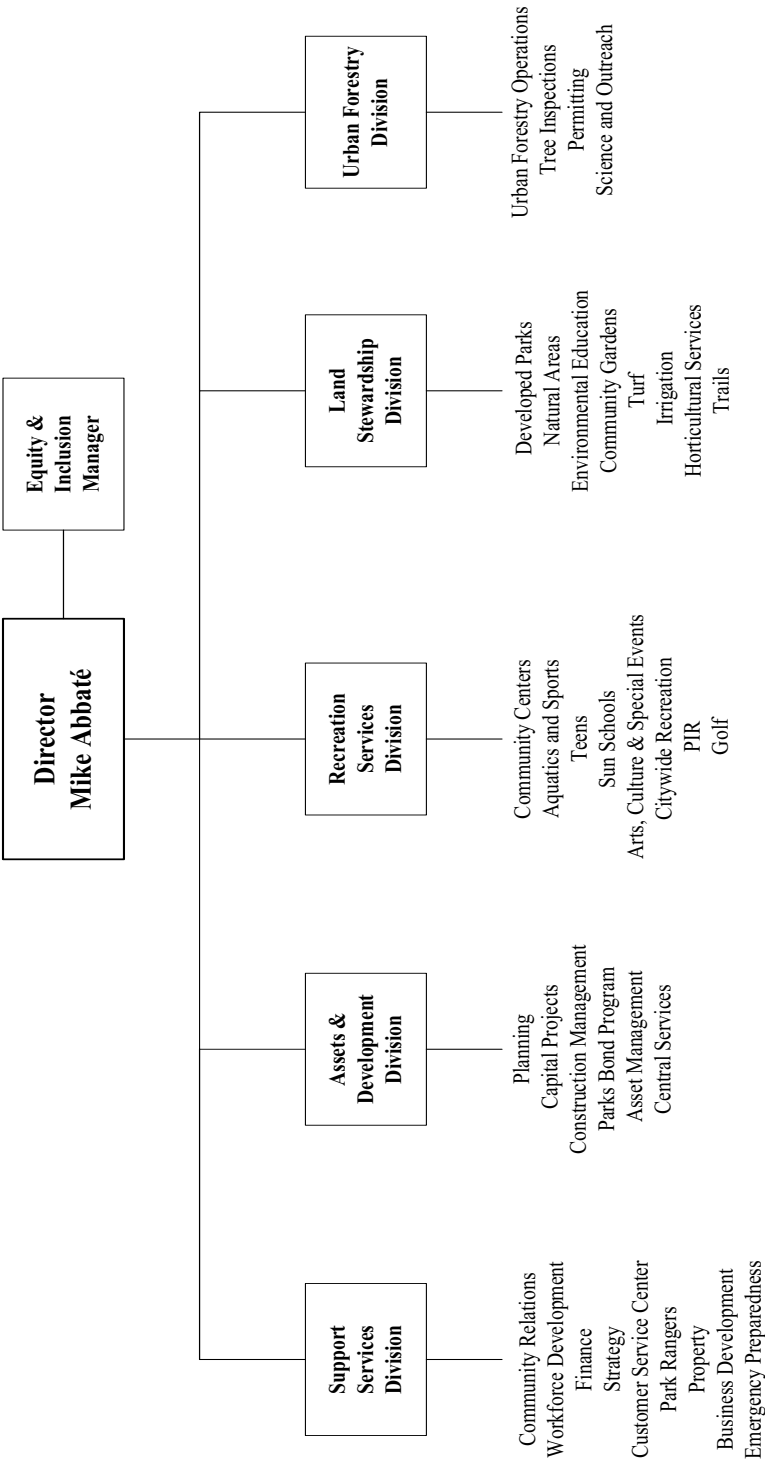
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 141,034,409 | 128,370,592 | (12,663,817) | (8.98) |
| Capital | 50,929,560 | 47,055,706 | (3,873,854) | (7.61) |
| Total Requirements | 191,963,969 | 175,426,298 | (16,537,671) | (8.61) |
| Authorized Positions | 580.12 | 598.07 | 17.95 | 3.09 |

Portland Parks & Recreation



Bureau Summary

Bureau Mission

Sustaining a healthy park and recreation system to make Portland a great place to live, work and play.

Portland Parks & Recreation (PP&R) helps Portlanders play - providing the safe places, facilities, and programs that promote physical, mental, and social activity. We get people, especially kids, outside, active and connected to the community. As we do this, there will be an increase in the wellness of our residents and the livability of our city.

The bureau accomplishes this through:

- ◆ Establishing and safeguarding the parks, natural resources and urban forest, thereby ensuring that green spaces are accessible to all;
- ◆ Developing and maintaining excellent facilities and places for public recreation and community building;
- ◆ Providing dynamic recreation programs and services that promote health and well-being for all;
- ◆ Partnering with the community we serve.

Bureau Overview

Portland's Park & Recreation System

PP&R is the steward of a diverse portfolio of parks and recreation facilities used extensively by the city's residents and visitors. The total parkland managed by the bureau is 11,697 acres and represents about 14% of the geographical area within the city. Additionally, PP&R staff care for 238,000 street trees. The bureau operates 13 swimming pools, 11 community centers, three music/dance centers, six golf courses, and one motor raceway.

The Organization

PP&R manages one of the nation's most comprehensive park and recreation systems. The bureau employs 547 full-time, 89 permanent part-time employees, and more than 2,900 seasonal staff in a variety of roles. Additionally, the organization enhances service levels with about 471,000 hours of volunteer time each year.

PP&R is currently in the process of implementing an organizational restructuring, which will integrate all land management activities under one division with the intention of improving ecological sustainability. In addition, all recreation activities will be in a division of their own, allowing a greater focus on improved coordination and better service delivery to youth and underserved communities. Finally, the reorganization will increase effectiveness in achieving our equity objectives for the community by building capacity in our outreach, policy creation, committee facilitation and workforce development functions.

Starting in FY 2016-17, bureau services will be delivered through five divisions as follows:

Land Stewardship

This division includes all land management activities in developed parks and natural areas. Land management is divided into three units: a Westside group to manage lands west of the Willamette, an Eastside group to manage lands east of the Willamette River, and a central Land Services group to oversee Environmental Education, Community Gardens, Turf, Irrigation, and Horticultural Services.

Recreation Services

This division is responsible for recreation services, including community centers, art centers, the Summer Free for All program, aquatics, sports and teen programming, as well as specialized recreation services for seniors, for people with disabilities, and through the Schools Uniting Neighborhoods (SUN) program. This department also includes the Golf Program and Portland International Raceway.

Assets & Development

This division is responsible for park planning, new park development, the Park Replacement Bond Program, centralized maintenance, and management of existing facilities and amenities, as well as oversight, preparation and administration of the bureau's Capital Improvement Plan.

Support Services

The Support Services Division collaborates and coordinates with local and regional partners, provides policy direction to the bureau, engages the public in decision-making processes and volunteerism, coordinates marketing and communications, and provides customer service and park security. The office manages the finances of the bureau, including fundraising and pursuing and managing grants and partnerships. PP&R's workforce development and bureau-wide training are coordinated in the Support Services Division. Performance and analysis, property acquisition and business development are also provided by Support Services.

Urban Forestry

The Urban Forestry Division includes Urban Forestry Operations, Tree Inspections and Permitting as well as Science and Outreach.

Equity & Inclusion

In addition to the five divisions noted above, PP&R also includes an Equity & Inclusion Manager who advises the bureau director and works collaboratively with the entire PP&R organization and advisory committees to ensure policies, programs and services are culturally responsive and meet the City's racial equity goals.

Strategic Direction

PP&R's focus in the near term will be 1) addressing major maintenance needs and investing in existing parks infrastructure and 2) closing service-level gaps so that all Portlanders have access to park and recreation services. Resources from the recently passed Parks Replacement Bond (\$68 million) provide a partial solution to addressing the major maintenance needs of an aging system, but the need still exceeds available resources. The major maintenance funding gap over the next ten years (beyond anticipated existing resources) is estimated at \$248 million. The anticipated funding gap for growth over the next ten years is estimated at \$472 million.

Themes and associated goals from PP&R's 2012-2015 Strategic Plan including the following:

Health

- ◆ Expand active recreation by partnering with the public health community.
- ◆ Contribute to improved health outcomes for youth through increased physical activity and improved nutrition.

Recreation Services

- ◆ Connect more youth to the outdoors, physical activity and their communities.
- ◆ Improve the recreation service delivery model through coordinated programming, integrated marketing and supporting services.

Access and Equity

- ◆ Provide equitable access to developed parks and natural areas within walking distance to all residents.
- ◆ Improve recreation opportunities for underserved communities.

Trails

- ◆ Meet the demand for trails by closing gaps in the trail network.
- ◆ Strengthen management tools for developing and maintaining PP&R trails.

Asset Management

- ◆ Improve the condition of the bureau's built and natural assets by implementing an asset management program.
- ◆ Lower the system-wide risk of asset failure to provide established levels of service.

Sustainability

- ◆ Extend ecologically sustainable landscape management practices throughout the entire spectrum of the bureau's green infrastructure.
- ◆ Reduce consumption of water and energy resources system-wide.

Summary of Budget Decisions

Additions

Recreation Arbitration

The FY 2016-17 Adopted Budget adds \$4,385,403 in ongoing General Fund resources in response to a May 2015 state arbitrator ruling. The ruling addressed the claim that part-time seasonal employees were doing bargaining unit work. The City and the union signed a settlement agreement and these funds provide the additional resources to comply with the settlement and maintain current service levels.

Phase 1 was implemented in the summer of 2015 and include all Customer Service Rep II, Pre-School Teachers, Assistant Pool Managers, and Summer Camp Directors.

Phase 1 created a total of 86 full-time and part-time permanent positions, which equates to 51.25 Full Time Employees (FTE).

Phase 2 is to be implemented no later than October 1, 2016. An additional 50.0 FTE will be phased in, including 47.0 FTE bargaining unit positions and three non-represented positions. This work will represent a redesign and aggregation of work formerly done by part-time seasonal employees to maximize the number of full-time or near full-time positions in a way that makes operational sense for service delivery in PP&R facilities and programs. It does not represent an increase in service levels.

Parks for New Portlanders

The FY 2016-17 Adopted Budget provides \$300,000 in ongoing General Fund resources and 2.0 FTE to continue the current pilot of the Parks for the New Portlanders program. This program targets underserved and immigrant and refugee communities in Portland by expanding culturally responsive recreation activities. As part of the program, the bureau hosts the World Cup Soccer event for approximately 500 youth, a basketball tournament for 200 youth, a youth ambassador program and a refugee/immigrant job fair. Due to carrying over funds from the current fiscal year, the ongoing amount will be reduced by \$150,000 on a one-time basis.

Ranger Expansion to East Portland

The FY 2016-17 Adopted Budget provides \$150,000 in ongoing General Fund resources to fund 2.0 FTE Park Ranger positions to patrol parks in east and northeast Portland. Based on historic commitments and available funding, 80% of rangers work west of the river, while more than half of all calls to rangers originate in east Portland. Rangers will now be able to respond to more calls for services in east Portland, visit parks and address violations, educate residents about park rules and park facilities.

ADA Barrier Removal and Transition Plan Implementation

The FY 2016-17 Adopted Budget provides \$250,000 in one-time General Fund resources to address the highest priority American Disability Act barriers in the Park System: barriers to access paths of travel (including barriers that prevent people from having basic access to parks and community centers).

Equitable Access to Recreation for Portlanders Experiencing Low Incomes

The FY 2016-17 Adopted Budget provides \$100,000 in one-time General Fund resources and one limited term position to implement an updated community center scholarship policy. This position will also conduct outreach to potential participants, serve as the primary contact for questions, and evaluate participant applications.

Tree Code Amendments

The FY 2016-17 Adopted Budget provides \$100,000 in one-time funding from the Parks Memorial Fund to create one limited term position to update to the Title 11 Tree code. The new code was implemented in January 2015. One year of experience operating with the new code has made clear that certain parts of the regulations need to be revisited and changed to facilitate more effective and efficient implementation while maintaining consistency with the intentions of Title 11 and other City codes.

Restore Summer Swims

The FY 2016-17 Adopted Budget provides \$23,100 in ongoing General Fund resources to re-open Montavilla Pool on Sundays, increasing outdoor swimming opportunities in east Portland.

Automated Bathroom and Gate Lock-up

The FY 2016-17 Adopted Budget allocates \$125,000 in system development charge contingency resources to install automated bathroom and gate locks at the highest-priority Portland parks. Installing the locks will free up time for park rangers who routinely lock bathrooms and gates, allowing for additional time for incident response and park patrolling. The system will be connected to a central database through wireless connections, allowing the bureau to monitor the effectiveness of the locks.

Mt. Scott Community Center Roof Repair

The FY 2016-17 Adopted Budget provides \$2,570,000 in one-time General Fund resources to replace the roof at Mt. Scott Community Center. Mt. Scott Community Center receives approximately 470,000 visitors per year. The households in the area surrounding the center serve a higher percentage of people of color and residents experiencing lower incomes as compared to the city average. Funding for the roof ensures continued access to the community center for these Portland residents, and improves the bureau's facility condition index, a key performance measure.

Washington Park Pipe Re-lining

The FY 2016-17 Adopted Budget provides \$1,000,000 in one-time General Fund resources to re-line sanitary and storm water pipes at Washington Park, currently showing significant signs of deterioration. This project is expected to extend the life of the pipes up to 50 years, ensuring access for approximately two to three million visitors to Washington Park per year and 500,000 visitors to the Rose Garden.

Operations & Maintenance funds for new Parks and Acquisitions

The FY 2016-17 Adopted Budget provides \$220,954 in ongoing General Fund resources to support the estimated operations and maintenance costs of new loops at Parklane Park and Wilkes Park, and splash pads at Fernhill and Colonel Summers parks, in addition to maintenance costs for nine recent park acquisitions. Aside from the splash pads, construction on these other projects will be completed early within the fiscal year. Operations and maintenance funding of \$43,289 is not needed within FY 2016-17, creating one-time General Fund savings.

Position Authority for new Operations & Maintenance

The FY 2016-17 Adopted Budget provides position authority for 2.0 FTE related to previous year current appropriation level target adjustments for operations and maintenance (O&M). This O&M funding is related to new park assets that have been placed into service.

Interagency Balancing

The FY 2016-17 Adopted Budget provides \$142,053 in ongoing and \$25,387 in one-time General Fund resources to fund the bureaus portion of costs for projects being managed by the Office of Management & Finance in FY 2016-17, including the move of the City's data center from the third floor of the Portland Building, the construction of fuel stations for City-owned vehicles, and radio replacement set-aside.

Solar Panels at Southwest Community Center

The FY 2016-17 Adopted Budget provides \$182,000 in one-time General Fund resources to support solar installations at Southwest Community Center. To date, the City has 508 kilowatts of solar electricity installed on 13 facilities, and the Bureau of Planning and Sustainability is in the process of installing another 70 kilowatts on the North Police Precinct facility. These newly funded projects will increase the City's solar energy capacity by 195 kilowatts, for a total installed capacity of 773 kilowatts of solar energy.

Sheriff River Patrol

The FY 2016-17 Adopted Budget provides \$98,000 in one-time General Fund resources to continue patrol services at the Riverplace Marina Boat Landing by Multnomah County Sheriff's Office through June 30, 2017.

Rosewood Community Center

The FY 2016-17 Adopted Budget provides \$55,000 in ongoing General Funds to fund a director position at Rosewood Community Center.

Reductions

Delay Hiring Seasonal Maintenance Workers until June

The FY 2016-17 Adopted Budget reduces the bureau's ongoing General Fund resources by \$97,389, delaying the start of seasonal maintenance from March to May at all developed parks except those located in East Portland. As a result of this reduction, the bureau will delay hiring seasonal workers who de-winterize restrooms, pick-up litter, pressure wash sports courts and picnic tables, tune and repair irrigation systems, and assist horticulturalists with shrub beds and green infrastructure.

Natural Area Reduction

The FY 2016-17 Adopted Budget reduces the bureau's ongoing General Fund resources by \$65,000, decreasing the number of maintenance hours for debris pick-up, graffiti removal and vegetation clearing on paved and soft surface trails in Portland Parks & Recreation natural areas. Delaying the seasonal maintenance of parks may impact residents ratings of park quality, which is one of the bureau's key performance measures.

Administrative Support for Director's Office

The FY 2016-17 Adopted Budget reduces \$89,124 in General Fund ongoing resources, and eliminates 1.0 FTE of support staff in the Directors Office. The elimination of this position reduces the bureau's ability to complete strategic projects, track and monitor legislative sessions; and support the entire Directors Office division.

Reduce Bureau Unemployment Reserve

The FY 2016-17 Adopted Budget reduces \$100,000 in General Fund ongoing resources from the reserves budgeted for unemployment. The current level reflects a prior 5-year average spike in unemployment costs; this, combined with declining unemployment rates and associated costs over the last year, indicates this reduction would not result in unreasonable financial risk until filled positions are cut.

Customer Service Center

The FY 2016-17 Adopted Budget reduces General Fund resources by \$75,295 by increasing revenues generated from the Customer Service Center permit fees.

Pursue Lease & Licensing Opportunities

The FY 2016-17 Adopted Budget increases licensing and lease revenues by \$100,000 that are anticipated from pursuing new business opportunities. These new revenues will offset General Fund resources, resulting in \$100,000 of ongoing savings.

Increase Parking Rates

The FY 2016-17 Adopted Budget increases parking revenues by \$100,000 due to increase rates at 1720 SW Naito near Waterfront Park to match Portland Bureau of Transportation's proposed fee of \$2.00 per hour, resulting in \$100,000 in General Fund savings.

Carryover**FY 2015-16 Carryover: Rangers, Plans, New Portlanders**

The FY 2016-17 Adopted Budget includes \$790,000 in one-time General Fund resources to support projects that were initially budgeted in FY 2015-16 but will continue into FY 2016-17. These projects include master plans for new parks in East Portland (\$280,000), the off-road cycling plan (\$50,000), Parks for New Portlanders pilot program (\$150,000), seasonal park rangers (\$60,000) and vehicle purchases (\$250,000).

Budget Notes

State Minimum Wage Law Impacts

Council directs Portland Parks & Recreation to work with the City Budget Office over the next five years to identify increased costs to the bureau as a result of the State phasing in an increased minimum wage that will reach \$14.75 per hour in 2022. As part of each subsequent years requested budget, Portland Parks & Recreation will include a plan for how to account for this additional cost, including increased fee revenue and General Fund appropriations.

Create Income-based Preschool Fees

Portland Parks & Recreation will analyze and revise the fee amounts for the preschool program by creating a sliding scale based on household income. The revised schedule shall not result in an increase of General Fund subsidy to the program. These findings and the revised schedule shall be finalized in preparation for the FY 2017-18 budget.

Halprin Fountains

Council directs Portland Parks & Recreation to bring forward a decision package in the FY 2016-17 Fall Budget Monitoring Process that requests one-time funding of up to \$1,500,000 for restoration of the Halprin Fountains. Funding for the fountains will be contingent upon approval of a Local Improvement District.

Capital Summary

CIP Highlights

PP&R has in excess of \$1.3 billion (replacement value, not including land value) of assets spread over 11,697 acres of park space. The Capital Improvement Program, which builds upon City priorities, Parks 2020 Vision, and the Total Asset Management Plan, has two primary objectives: fixing the system by maintaining existing assets, and growing the system in order to provide equal recreation opportunities to all residents. PP&R does both of these as efficiently and sustainably as possible. Specifically, PP&R strives to:

- ◆ Protect and maintain those existing assets that provide desired levels of service through maintenance, rehabilitation and renewal.
- ◆ Provide new service, expand capacity to accommodate growth, and provide equitable levels of service through the expansion of existing facilities and the construction of new parks and facilities.
- ◆ Improve efficiency, environmental quality, and energy conservation wherever possible.

Major Issues

PP&R continues to face several key challenges in relation to capital investment.

Unmet Service Needs

There are parts of Portland where families and residents do not have ready access to parks, recreation facilities or open space. Along with deteriorating infrastructure, this has been a community concern that is voiced regularly and was thoroughly documented in the Parks 2020 Vision Plan. PP&R has a service-level goal articulated in Vision 2020 to provide a park or natural area within a half mile of every resident in Portland. In 2015, the bureau met that service-level goal for 80% of Portlanders, but 20% of Portlanders still cannot walk to a local park or natural area

within 15 minutes (average walking time for a half mile). PP&R continues to work toward ensuring that 100% of Portlanders will be within a half mile of a park or natural area. Challenges include finding appropriate properties for sale by willing sellers that can serve as new parks, obtaining upfront costs for acquisition and development, and balancing limited operating and maintenance resources.

Funding

As PP&R seeks alternative funding sources to respond to major maintenance needs, funding is readily available for other priorities. The System Development Charge (SDC) revenues and tax increment financing in urban renewal areas are effective sources of funding for land acquisition and project development where projects qualify. This is especially true where population growth and capacity-driven needs are the underlying premise to development. Since SDCs are intended to respond to increased capacity needs due to growth from housing and commercial development, SDCs are not able to be used for performing major maintenance activities on existing infrastructure. PP&R has a small allocation of major maintenance funding each year from the General Fund. With the passage of the Parks Replacement Bond in November 2014, PP&R has the opportunity to fund some of the most urgent major maintenance improvements for existing infrastructure through the Replacement Bond (at \$68.0 million). The Bond, however, will not fund the majority of the existing major maintenance needs, resulting in an anticipated unfunded gap estimated at \$248 million over the next 10 years. PP&R is exploring additional options for dedicated, stable sources of funding for operations, major maintenance and growth needs. A comprehensive solution will likely entail a strategy of multiple funding resources tailored to the timing of projects and life-cycle requirements of assets.

Aging Infrastructure

Portland's park system dates back to 1860 and includes many heavily used facilities and active open spaces. Aging infrastructure limits service levels in developed parks, community centers and cultural facilities. Years of reduced investment and deferred maintenance have further aged infrastructure and increased the funding gap between current investment levels and what PP&R ought to be investing in capital repair, rehabilitation and replacement of existing infrastructure.

Certainty of Operating and Maintenance Funds

One of the greatest issues facing Portland's park system is the increasing cost of operations and maintenance (O&M). A dependable, annual revenue stream for O&M is essential to maintain the existing infrastructure in the system. PP&R is dependent upon ongoing O&M funds being approved in concert with new park construction, consistent with City financial policies.

Changes from Prior Year

The following capital projects were completed during the past year:

- ◆ Swan Island Waud Bluff Trail
- ◆ Charles Jordan Community Center Security Updates
- ◆ Sellwood Pool Replaster
- ◆ Marshall Park Playground
- ◆ Washington Park Parking Meter Project
- ◆ Clatsop Butte Park Trail Development

Portland Parks & Recreation

Parks, Recreation, & Culture Service Area

- ◆ Pittock Mansion Terrace Project
- ◆ Montavilla Soccer Field Conversion

Work continues on capital projects, including but not limited to the following:

- ◆ Thomas Cully Park Development
- ◆ Spring Garden Park Development
- ◆ A variety of Parks Replacement Bond projects
- ◆ Gateway Discovery Park (formerly Gateway Park & Plaza)
- ◆ Loowit View Park (formerly Beech Park)

Criteria

Capital projects are prioritized within the Bureau's 20-year Capital Improvement Program. Projects are rated by a capital project review committee which uses the Capital Project Review Criteria and Rating system. This rating system and criteria is included in the PP&R Capital Planning Manual.

Based upon the rating of each capital project, the Capital Improvement Plan (CIP) committee recommends maintenance projects for inclusion in the Five-year CIP, which is created for submission in the PP&R Capital Budget.

Each capital project request is reviewed with regard to the following criteria:

- ◆ Legal compliance
- ◆ ADA compliance
- ◆ Public support
- ◆ Conformance to City and/or PP&R plans
- ◆ Effect on level of service
- ◆ Addresses equity
- ◆ Addresses human health and safety
- ◆ Protects capital assets or facilities
- ◆ Improves environmental quality
- ◆ Effect on operating and maintenance costs
- ◆ Financing/business opportunities for the capital project or ongoing maintenance

Council Goals and Priorities

PP&R continues to develop its system plan, which will help the bureau meet the goals laid out in the Parks Vision 2020 Vision Plan.

- ◆ Ensure Portland's park and recreation legacy for future generations.
- ◆ Provide a wide variety of high-quality recreation services and opportunities for all residents.
- ◆ Preserve, protect and restore Portland's natural resources to provide "Nature in the City."
- ◆ Create an interconnected regional and local system of paths and walks to make Portland "The Walking City of the West."
- ◆ Develop parks and recreation facilities and programs that promote "Community in the City."

Capital Planning and Budgeting

Capital Planning Process

PP&R receives requests for capital projects throughout the year from community members, neighborhoods, field staff and other public agencies. Projects are developed through a variety of planning efforts, including neighborhood, district, master, management and site-specific plans. Asset management, inventory and condition information, and staff technical knowledge also inform development of capital project requests. Because park development is integral to many other city planning efforts, PP&R staff coordinates projects with a variety of Citywide teams.

Potential projects are compiled and scored by an interdepartmental team, using criteria described below. Selected projects that can be matched with anticipated funding resources are then prioritized into the five-year capital forecast and reviewed by an interdepartmental team and the bureau Budget Advisory Committee.

PP&R's Capital Improvement Program is consistent with the existing City Comprehensive Plan directives. The City's goal is to sustain a healthy park system to make Portland a great place to live, work and play. This includes both preserving existing facilities and providing new facilities to ensure access for all.

Improvements should be based on the lowest total life-cycle costs to provide equitable levels of service and broad community support, and improvements should be located in deficient areas of the park system. These projects should support neighborhood stabilization and community development projects and policies, and be consistent with park master plans.

Financial Forecast Overview

The major challenge to PP&R's capital planning is the lack of stable revenue sources in combination with urgent and unanticipated needs that can result from deferring maintenance. There have been improvements made to the capital planning process with implementation of a five-year capital forecast, an asset management assessment approach, and an iterative process that includes open discussion of priorities with the community.

Asset Management and Replacement Plan

PP&R continues to refine and implement its asset management approach by extending inventory, condition and risk assessment to all asset classes, establishing maintenance standards, and integrating asset management into bureau management practices. In 2012, PP&R restructured to assign dedicated staff to a new Asset Management group. An Asset Management Steering Committee was established in 2014, and interdepartmental advisory groups were formed.

For FY 2016-20, the Capital Improvement Plan (CIP) reflects an expanded emphasis on capital maintenance to address ongoing major maintenance, large individual maintenance projects and system wide improvement projects, as well as a focus on maintaining equity of public access to existing assets. The CIP only presents projects that have anticipated funding; no unfunded projects are presented in PP&R's five-year CIP. Because the five-year plan only includes projects with anticipated funding sources, it is a subset of the full 20-year forecast of all capital projects needed to maintain existing assets or expand the system.

The funding needed for capital maintenance of the existing asset base over a 10-year forecast is over \$330 million. Currently, an estimated \$248 million of the anticipated major maintenance funding needs are unfunded. The internal allocation of discretionary General Fund resources for major maintenance is approximately \$1.5 million, or \$7.5 million over the five-year plan. PP&R continues to address its highest priority concerns with these funds.

Capital Programs and Projects

Capital Program Descriptions

Projects within the capital program meet two primary objectives: to maintain and to expand the system. PP&R typically has fewer existing funding resources available to maintain the existing system than to expand the system through acquisition or new development. To act as a proper steward of public resources and budget accordingly, PP&R attempts to balance the two primary objectives by only expanding the system as resources are made available to sustain system maintenance over the long term. For maintenance and smaller growth projects, the bureau requests and sets aside funds each year so that maintenance and expansion needs can be adequately met.

The bureau categorizes projects into six program areas: Acquisitions; Buildings & Pools; Developed Parks; Green Infrastructure; Recreation Features; Utilities, Roads and Trails; and Enterprise. Each program area, except Acquisitions, includes maintenance as well as growth-related projects. The \$104.81 million, five-year distribution of projects across program areas is as follows:

- ◆ Acquisitions - \$10.23 million (10%)
- ◆ Building & Pools - \$22.14 million (21%)
- ◆ Developed Parks - \$43.51 million (42%)
- ◆ Green Infrastructure - \$0.75 million (1%)
- ◆ Recreation Features - \$12.04 million (11%)
- ◆ Utilities, Roads and Trails - \$16.14 million (15%)
- ◆ Enterprise - \$15,000 (less than 1%)

Funding Sources

The diverse capital funding sources for PP&R for FY 2016-17 include the following:

- ◆ Bond Funding - \$12.69 million (20%)
- ◆ General Fund (including carryover) - \$3.41 million (7%)
- ◆ System Development Charges (SDC) - \$24.65 million (49%)
- ◆ Enterprise Funds (Golf & PIR) - \$15 thousand (less than 1%)
- ◆ Other Outside Funding, Donations, PDC and grants - \$2.13 million (4%)
- ◆ One-time General Fund Adds - \$7.43 million (15%)

Major Projects

Major Maintenance: ongoing General Fund is \$1,606,450. Of this amount, \$247,500 will be used to repair the Leif Erikson roadbed in Forest Park. Another \$130,000 will be used to install an irrigation system at Ventura Park. \$198,000 will fund the filter replacement at Matt Dishman Pool. Funding of \$33,150 will be used to reconfigure the bioswale in Waterfront Park and \$60,000 to start work on the Washington Park Sewer Replacement. Funding of \$90,951 will be used to replace

the DDC system at St. Johns Community Center. Playground and pool equipment replacement projects to be completed total \$214,500. The Bridge Inventory & Assessment project will continue with the addition of \$150,000 in funding and \$100,000 will be used for sidewalk repair. The remainder will be held for emergency projects and contingency.

Buildings & Pools: Parks Replacement Bond funding will address the most critical deferred maintenance needs. Funded projects include replacing Grant and Peninsula Park pools' mechanical systems, refurbishing Matt Dishman Community Center pool, and addressing Mt. Tabor Yard and Urban Forestry maintenance facilities' needs.

Green Infrastructure: the Portland Development Commission (PDC) and System Development Charges (SDC) are currently funding improvements at Leach Botanical Garden. Mitigation funding from the Sellwood Bridge project is funding site restoration at the Riverview property.

Developed Parks: major projects in this program include Loowit View Park (formerly Beech Park) development and the Gateway Discovery Park (formerly Gateway Park & Plaza) project, as well as development projects at Spring Garden Park and Thomas Cully Park in the Cully neighborhood. The Parks Replacement Bond is funding major repairs at Pioneer Square.

Recreation Features: numerous playground and sport field refurbishment projects are funded by the General Fund Major Maintenance allocation. The Parks Replacement Bond is funding the replacement of the artificial turf at Mary Reike School in southwest Portland, as well as replacement of the Ventura Park, North Park Blocks, Lynchview Park, Lents Park, Creston Park and Couch Park playgrounds.

Utilities, Road, and Trails: PP&R will inventory and do assessments of all park bridges, this project will be funded over five years totaling \$1.0 million. This is being funded out of the general fund Major Maintenance allocation. SDC will provide grant match funding for the following trail projects: the Sellwood GAP and Marine Drive Trail/Bridgeton Road. The Parks Replacement Bond will fund trail bridge replacement on the Maple Trail and Macleay Park Trail.

Enterprise: Golf is planning for small improvement projects at Redtail Golf Course. Portland International Raceway has no current plans for capital improvements.

Net Operating and Maintenance Costs

As new assets such as natural areas, playgrounds, trails and new parks are placed into service, the bureau will request resources to cover the operating and maintenance costs through either direct Council action or the budget monitoring process, per City financial policy. This is necessary in order to ensure that new assets are maintained and are financially sustainable.

Recreation

| | |
|---|--|
| Description | The Recreation program provides an extensive range of programmed aquatic, arts and sports activities that are delivered at community centers, pools, parks and SUN community schools. The Recreation program also provides education and socialization opportunities that contribute to an enriched and healthy community. |
| Goals | <p>The PP&R Strategic Plan articulates high-level goals for the bureau to achieve over the next three years. Goals most germane to service delivery in the Recreation program include the following:</p> <ul style="list-style-type: none"> ◆ Contribute to improved health outcomes for youth through increased physical activity and improved nutrition. ◆ Connect more youth to the outdoors, physical activity, and their communities. ◆ Improve the recreation service delivery model through coordinated programming, integrated marketing and supporting services. |
| Performance | Performance in the Recreation program is informed by strategies and goals in the bureau's Recreation Revolution Service Delivery Strategy and the bureau's Cost Recovery Policy for fee-supported programs. From the City Auditor's Annual Resident Survey, the percentage of residents rating the overall quality of parks as good or very good was 85% in FY 2014-15. For recreation centers, respondents rating the overall quality as good or very good increased to 75%. Despite recent price increases, the City Auditor's resident survey indicates that 68% of residents feel that the affordability of recreation programs is good. However, PP&R has supplemental research that suggests that recreation fees are a barrier to access for Latino residents. Demand for scholarships continues to increase, with over \$600,000 of services granted to individuals through scholarships. The bureau's cost recovery rate has increased above target levels in recent years. |
| Changes to Services and Activities | Changes for the Recreation program in FY 2016-17 include funding compliance with the settlement agreement for the recreation arbitration, converting a large body of recreation work to represented positions. It also restores Saturday swims at Montavilla Pool. An additional one-time investment includes a package to improve equitable access for residents experiencing lower incomes. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| FTE | 130.55 | 141.08 | 220.67 | 236.69 | 236.69 |
| Expenditures | | | | | |
| Aquatics | 5,976,744 | 6,241,425 | 6,367,243 | 7,178,568 | 7,178,568 |
| Arts | 1,791,049 | 1,947,974 | 2,142,240 | 1,966,171 | 1,966,171 |
| Community and Socialization | 10,781,225 | 12,412,425 | 14,290,982 | 17,616,852 | 17,616,852 |
| Sports and Games | 11,717,382 | 13,304,647 | 12,964,450 | 13,032,260 | 12,957,260 |
| Total Expenditures | 30,266,400 | 33,906,471 | 35,764,915 | 39,793,851 | 39,718,851 |

Portland Parks & Recreation

Parks, Recreation, & Culture Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Percentage of residents rating the overall quality of parks as good or very good | 85% | 85% | 85% | 85% | 85% |
| Percentage of residents rating the overall quality of recreation centers and activities as good or very good | 74% | 75% | 77% | 77% | 77% |
| Effectiveness | | | | | |
| Total number of golf rounds played | 394,659 | 249,061 | 250,000 | 250,000 | 250,000 |
| Percentage of residents satisfied or very satisfied with the affordability of recreation programs | 68% | 68% | 68% | 68% | 68% |
| Percentage of residents who highly rate the quality of instruction, coaching, and leadership within recreation programs | 63% | 65% | 65% | 65% | 65% |
| Efficiency | | | | | |
| Total cost recovery rate for fee supported programs | 41% | 41% | 39% | 39% | 35% |
| Workload | | | | | |
| Portland International Raceway number of use days | 497 | 531 | 530 | 530 | 530 |
| Portland International Raceway attendance (estimated) | 350,000 | 352,000 | 350,000 | 350,000 | 350,000 |

Support

| | |
|---|---|
| Description | The Support program includes services such as financial management, long-range planning, employee services, strategy, policy development and performance monitoring. |
| Goals | <p>The PP&R Strategic Plan articulates high-level goals for the bureau to achieve over the next three years. The Support program provides services to all other programs and activities of PP&R, and is involved in progress towards all the outcomes of the Parks Strategic Plan. Goals most germane to services within the Support program include the following:</p> <ul style="list-style-type: none"> ◆ Strengthen management tools for developing and maintaining PP&R trails. ◆ Extend ecologically sustainable landscape management practices over the entire spectrum of green infrastructure. ◆ Reduce consumption of water and energy resources system wide. |
| Performance | <p>Performance tracking in the support program relates to internal efforts to diversify PP&R's workforce, enhance employee satisfaction, and reduce greenhouse gas emission. PP&R administers an annual employee survey to all employees. Participation in the 2015 survey included 76% of all permanent employees. Overall employee satisfaction increased from 68% in 2014 to 75% in 2015. Employees rating the quality of internal communications as good increased to 50% from 48%. Employee diversity increased by 1% in FY 2014-15 as currently 28% of PP&R's workforce are people of color. Consistent with Citywide goals, PP&R's greenhouse gas emission decreased last year. Continued investments in energy efficiency will be needed to maintain progress towards the City's goals.</p> |
| Changes to Services and Activities | Changes for the Support program in FY 2016-17 include a budget reduction that eliminated one position in the Director's Office. The bureau will also implement increases to parking rates, permit fees and pursue new leasing and licensing opportunities. |

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE & Financials | | | | | |
| FTE | 60.90 | 64.97 | 76.82 | 71.90 | 72.90 |
| Expenditures | | | | | |
| Business Services | 11,325,186 | 11,985,355 | 13,367,838 | 14,352,601 | 14,134,831 |
| Planning | 1,063,626 | 1,069,641 | 1,108,628 | 1,396,441 | 1,396,441 |
| Total Expenditures | 12,388,812 | 13,054,996 | 14,476,466 | 15,749,042 | 15,531,272 |

Portland Parks & Recreation

Parks, Recreation, & Culture Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effectiveness | | | | | |
| Percentage of employees satisfied or very satisfied | 68% | 75% | 60% | 60% | 60% |
| Percentage of employees rating internal communication as good or very good | 48% | 50% | 50% | 50% | 50% |
| Employees of color as a percentage of total | 27% | 28% | 30% | 30% | 30% |
| Female employees as a percentage of total | 55% | 56% | 56% | 56% | 56% |
| Annual amount of greenhouse gas emissions | 12,621 | 11,876 | 11,500 | 11,500 | 11,000 |
| Efficiency | | | | | |
| Number of workers compensation claims per 100 workers | 7.61 | 8.14 | 7.50 | 7.50 | 7.00 |

Infrastructure

| | |
|---|--|
| Description | The Infrastructure program includes all activities related to maintenance, capital construction and design of PP&R facilities, structures, grounds, parks and natural areas. The Infrastructure program also includes all aspects of property acquisition, disposition and management. |
| Goals | <p>The PP&R Strategic Plan articulates high-level goals for the bureau to achieve over the next three years. Goals most germane to service delivery in the Infrastructure program include the following:</p> <ul style="list-style-type: none"> ◆ Provide equitable access to developed parks and natural areas within walking distance to all residents. ◆ Meet the demand for trails by closing the gaps in the trail network. ◆ Improve the condition of PP&R's built and natural assets by implementing an asset management program. ◆ Lower the system wide risk of asset failure to provide target levels of service. |
| Performance | <p>Performance tracking in the infrastructure program is guided by the bureau's Asset Management program and the Parks 2020 Vision. The Asset Management program provides measures related to best practices in the management of park grounds, facilities and amenities. Funding levels for facility maintenance remain below the target level of 2-4% of current replacement value. If this trend continues the condition of facilities over time will further decline. The City Auditor's most recent community survey suggests that citizens are well aware of the declining condition of PP&R facilities. The percentage of residents rating the quality of facilities as good or very has declined by 4% in the past year. Perceptions about the quality of grounds is relatively stable for FY 2014-15. Park and Community Center access continues to be limited for many neighborhoods in Portland. The Parks 2020 Vision identifies a goal to provide access to a park within one half a mile of every household. Similarly, access to a full-service community center is to be provided within a three-mile radius of all Portland households.</p> |
| Changes to Services and Activities | <p>Changes for the Infrastructure program in FY 2016-17 include reductions in maintenance services from decision packages that will delay the hiring of Seasonal Maintenance workers and reduce trail maintenance.</p> <p>New resources related to addressing the backlog of major maintenance in FY 2016-17 include funds for the Mt. Scott Community Center Roof Repair and Washington Park Sewer & Stormwater Pipe Re-Lining. Also included is funding to install solar panels at Southwest Community Center.</p> |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| FTE | 200.50 | 205.75 | 212.75 | 216.00 | 217.00 |
| Expenditures | | | | | |
| Capital Development | 18,687,821 | 16,602,238 | 46,728,729 | 48,166,319 | 48,413,777 |
| Maintenance | 25,055,411 | 26,352,919 | 30,111,604 | 30,870,570 | 30,810,570 |
| Property | 438,699 | 856,740 | 1,999,978 | 1,347,215 | 1,347,215 |
| Total Expenditures | 44,181,931 | 43,811,897 | 78,840,311 | 80,384,104 | 80,571,562 |

Portland Parks & Recreation

Parks, Recreation, & Culture Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Facility Conditions Index | 7.30 | 7.50 | 7.50 | 7.50 | 7.50 |
| Percentage of residents living within three miles of a full- service community center | 69% | 69% | 69% | 69% | 69% |
| Number of acres of invasive weeds treated annually | 2,563 | 1,397 | 1,500 | 1,500 | 1,500 |
| Percentage of residents living within one-half mile of a park or natural area | 80% | 80% | 80% | 80% | 80% |
| Effectiveness | | | | | |
| Percentage of residents rating park grounds as well maintained | 85% | 84% | 85% | 85% | 85% |
| Percentage of residents rating park facilities as well maintained | 69% | 65% | 65% | 65% | 66% |
| Funding for facility maintenance as a percentage of current replacement value | 2.0% | 2.0% | 2.0% | 2.0% | 3.8% |
| Percentage of residents rating proximity to parks as good or very good | 84% | 84% | 84% | 84% | 86% |
| Number of park acres per 1,000 residents | 0.20 | 19.40 | 19.50 | 19.50 | 19.50 |
| Workload | | | | | |
| Percentage of maintenance that is scheduled | 40% | NA | 50% | 50% | 50% |
| Number of miles of regional trails | 156 | 156 | 156 | 156 | 156 |
| Number of acres of natural areas | 7,901 | 7,908 | 7,908 | 7,908 | 7,908 |

Community

| | |
|---|---|
| Description | The Community program includes services related to community engagement, leadership, public safety, sponsorship, volunteers and communications. |
| Goals | <p>The PP&R Strategic Plan articulates high-level goals for the bureau to achieve over the next three years. Goals most germane to service delivery in the Community program include the following:</p> <ul style="list-style-type: none"> ◆ Expand active recreation by partnering with the public health community. ◆ Improve recreation opportunities for underserved communities. |
| Performance | Volunteers donated about 471,000 hours to PP&R in FY 2014-15. As it relates to the Park Ranger program, perception about the safety of parks has increased slightly in the past year, with 83% of residents feeling safe walking alone in a park during the day. Residents in east Portland report feeling less safe when compared to all other areas. |
| Changes to Services and Activities | Changes for the Community program in FY 2016-17 include adding two ranger positions to help cover areas on the east side of Portland, and providing operating pass-through funding for the Rosewood Community Center. Also included is continued funding support for the bureau's equity program, which had previously been funded with one-time funding. |

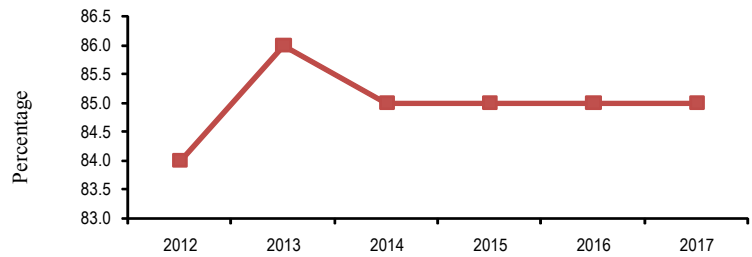
| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| FTE | 41.15 | 45.54 | 69.88 | 69.48 | 71.48 |
| Expenditures | | | | | |
| Community Engagement | 2,359,719 | 2,771,972 | 4,556,009 | 5,182,745 | 5,267,745 |
| Leadership and Advocacy | 664,821 | 834,214 | 733,143 | 673,548 | 673,548 |
| Marketing & Communications | 509,485 | 737,866 | 686,928 | 626,684 | 626,684 |
| Visitor Services | 3,463,155 | 4,424,381 | 4,579,051 | 7,688,340 | 8,046,340 |
| Total Expenditures | 6,997,180 | 8,768,433 | 10,555,131 | 14,171,317 | 14,614,317 |

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|------------------------------|------------------------------|-----------------------------------|----------------------------|------------------------------|
| Effectiveness | | | | | |
| Percentage of residents feeling safe or very safe walking alone in a park during the day | 83% | 82% | 83% | 83% | 85% |
| Efficiency | | | | | |
| Number of annual volunteer hours | 464,473 | 471,638 | 478,000 | 478,000 | 478,000 |

Performance Measures

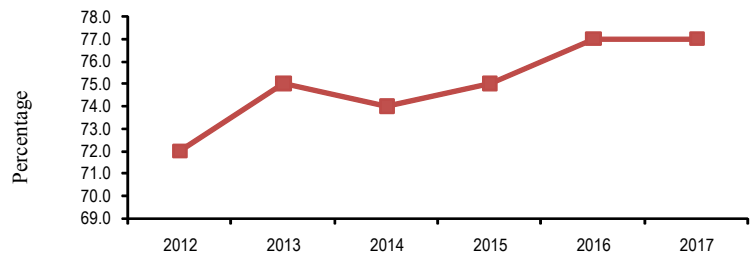
Quality of Parks

This measure reports the percentage of residents rating the quality of parks as good or very good. The goal is to reach 90% overall satisfaction.



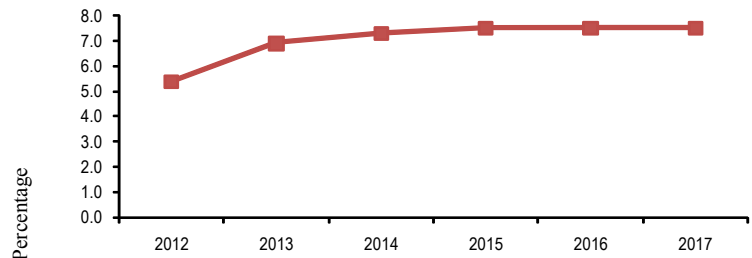
Quality of Recreation Centers and Activities

This measure reports residents' rating of the quality of recreation centers and activities as good or very good. Quality ranking for community centers has significantly improved since the early nineties. The bureau's goal is to reach 77% by the year 2015.



Facilities Condition Index

The Facilities Condition Index measures the level of deficiencies at PP&R-owned facilities and pools. The index is calculated using the current replacement value of assets due for replacement as a percentage of the total facility current replacement value. The data is gathered from an annual inspection program. Due to years of underinvestment the total level of deficiencies is increasing. Certain facilities in the system rate in poor condition due to age and years of underinvestment. Condition for all facilities combined is rated as fair.

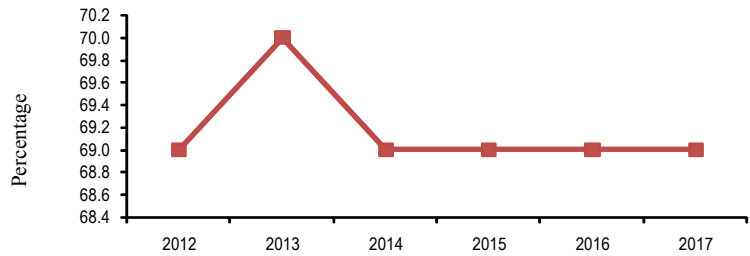


Portland Parks & Recreation

Parks, Recreation, & Culture Service Area

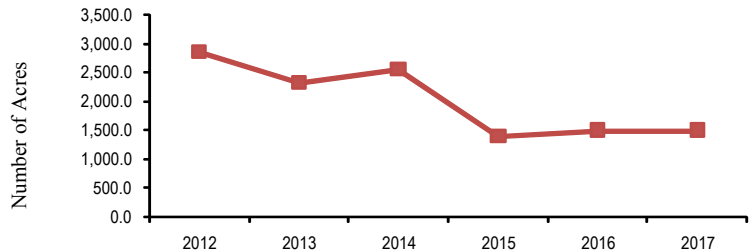
Percentage of Residents Living within 3 Miles of a Full-Service Community Center

The Parks 2020 Vision identifies a goal to provide access to a full-service community center within 3 miles of every household. Little change has been realized since the completion of the East Portland Community Center pool in 2009. Additional resources will be needed in the future to achieve this goal.



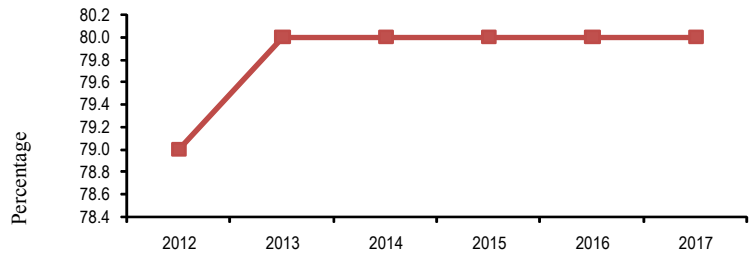
Acres of Invasive Weeds Treated Annually

In an effort to improve ecological function, PP&R treats natural area lands for the removal of invasive weeds. Natural area lands are treated using a combination of tools, including manual removal and chemical treatment where appropriate. Efforts are focused on land with the highest ecological value.



Households Living Within 1/2 Mile of a Park

As of 2014, 80% of Portland households lived within 1/2 mile of a developed park or natural area. The largest park-deficient areas exist in the outer East Portland and central Northeast neighborhood areas. While recent SDC investments have been taking steps towards this goal, a large growth bond is needed to make measurable progress toward the 100% goal and approach the vision of a fair and equitable parks system for all Portlanders.



| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Taxes | 1,758 | 1,051 | 0 | 500 | 500 |
| Licenses & Permits | 627,104 | 685,956 | 975,996 | 419,443 | 419,443 |
| Charges for Services | 46,529,772 | 50,404,162 | 49,917,319 | 43,496,350 | 43,496,350 |
| Intergovernmental | 3,489,687 | 1,775,144 | 4,456,384 | 2,288,271 | 2,288,271 |
| Bond & Note | 1,054,667 | 800,000 | 16,721,810 | 12,916,768 | 12,916,768 |
| Miscellaneous | 4,518,962 | 5,863,285 | 2,739,771 | 2,130,121 | 2,130,121 |
| Total External Revenues | 56,221,950 | 59,529,598 | 74,811,280 | 61,251,453 | 61,251,453 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 43,323,237 | 48,046,913 | 56,819,375 | 61,320,446 | 61,557,774 |
| Fund Transfers - Revenue | 4,778,719 | 3,035,846 | 5,017,787 | 6,103,368 | 6,103,368 |
| Interagency Revenue | 2,111,852 | 1,919,766 | 2,222,692 | 2,057,388 | 2,057,388 |
| Total Internal Revenues | 50,213,808 | 53,002,525 | 64,059,854 | 69,481,202 | 69,718,530 |
| Beginning Fund Balance | 34,402,463 | 41,534,494 | 53,092,835 | 44,456,315 | 44,456,315 |
| Total Resources | \$140,838,221 | \$154,066,617 | \$191,963,969 | \$175,188,970 | \$175,426,298 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 48,854,478 | 54,619,916 | 62,971,811 | 66,491,321 | 67,074,979 |
| External Materials and Services | 21,791,354 | 22,426,087 | 35,952,846 | 33,781,892 | 33,379,594 |
| Internal Materials and Services | 9,620,668 | 10,786,742 | 11,105,091 | 12,653,343 | 12,809,671 |
| Capital Outlay | 13,567,823 | 11,709,052 | 29,607,075 | 37,171,758 | 37,171,758 |
| Total Bureau Expenditures | 93,834,323 | 99,541,797 | 139,636,823 | 150,098,314 | 150,436,002 |
| Fund Expenditures | | | | | |
| Debt Service | 4,790,918 | 1,359,856 | 1,253,350 | 858,017 | 858,017 |
| Contingency | 0 | 0 | 49,556,205 | 22,824,163 | 22,720,087 |
| Fund Transfers - Expense | 678,486 | 1,080,919 | 1,354,801 | 1,245,176 | 1,248,892 |
| Total Fund Expenditures | 5,469,404 | 2,440,775 | 52,164,356 | 24,927,356 | 24,826,996 |
| Ending Fund Balance | 41,534,494 | 52,084,045 | 162,790 | 163,300 | 163,300 |
| Total Requirements | \$140,838,221 | \$154,066,617 | \$191,963,969 | \$175,188,970 | \$175,426,298 |
| Programs | | | | | |
| Community | 6,997,180 | 8,768,433 | 10,555,131 | 14,171,317 | 14,614,317 |
| Infrastructure | 44,181,931 | 43,811,897 | 78,840,311 | 80,384,104 | 80,571,562 |
| Recreation | 30,266,400 | 33,906,471 | 35,764,915 | 39,793,851 | 39,718,851 |
| Support | 12,388,812 | 13,054,996 | 14,476,466 | 15,749,042 | 15,531,272 |
| Total Programs | 93,834,323 | \$99,541,797 | \$139,636,823 | \$150,098,314 | \$150,436,002 |

Portland Parks & Recreation

CIP Summary

Parks, Recreation, & Culture Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program Project | Prior Years | Revised FY 2015-16 | Adopted FY 2016-17 | Capital Plan | | | | 5-Year Total |
|--|------------------|-----------------------|-----------------------|------------------|------------------|------------------|------------------|-------------------|
| | | | | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | |
| Acquisitions | | | | | | | | |
| Central City Park Acquisition | 0 | 500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 7,500,000 |
| Non Central City Park Acquisitions Program | 0 | 500,000 | 725,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,725,000 |
| Total Acquisitions | 0 | 1,000,000 | 2,225,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 10,225,000 |
| Buildings & Pools | | | | | | | | |
| Alberta Park Restroom Upgrades | 0 | 0 | 0 | 0 | 0 | 0 | 136,600 | 136,600 |
| Bloomington Park Restroom | 0 | 170,553 | 144,693 | 106,596 | 0 | 0 | 0 | 251,289 |
| Capital Equipment Reserve | 401,334 | 0 | 199,000 | 99,000 | 99,000 | 99,000 | 99,000 | 595,000 |
| Cathedral Park Restroom Renovation | 0 | 0 | 0 | 0 | 0 | 0 | 351,000 | 351,000 |
| Colonel Summers Park Loo | 122 | 0 | 286,987 | 251,114 | 272,664 | 0 | 0 | 810,765 |
| Computer Hardware Equipment Reserve | 198,339 | 0 | 50,000 | 0 | 0 | 0 | 0 | 50,000 |
| Couch Park Loo | 0 | 230,955 | 57,739 | 288,694 | 0 | 0 | 0 | 346,433 |
| Creston Pool Drop Slide Replacement | 0 | 0 | 101,250 | 0 | 0 | 0 | 0 | 101,250 |
| Ed Benedict Park Loo | 0 | 0 | 31,927 | 255,416 | 346,457 | 0 | 0 | 633,800 |
| Glenwood Park Restroom | 0 | 59,352 | 134,297 | 197,839 | 0 | 0 | 0 | 332,136 |
| Grant Pool Mechanical System | 1,857 | 1,526,023 | 155,975 | 0 | 0 | 0 | 0 | 155,975 |
| Major Maintenance | 1,077,780 | 554,471 | 881,686 | 425,553 | 582,630 | 439,979 | 340,828 | 2,670,676 |
| Matt Dishman CC Pool Replaster | 0 | 400,649 | 439,265 | 0 | 0 | 0 | 0 | 439,265 |
| Matt Dishman Pool Filter Replacement | 0 | 0 | 198,000 | 0 | 0 | 0 | 0 | 198,000 |
| Minor/Major Maintenance Sidewalk Repair | 333,444 | 0 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 500,000 |
| Montavilla Pool Drop Slide Replacement | 0 | 0 | 101,250 | 0 | 0 | 0 | 0 | 101,250 |
| Mt Tabor Park Summit Restroom | 0 | 270,590 | 67,647 | 285,747 | 0 | 0 | 0 | 353,394 |
| Mt Tabor Yard Maintenance Facility | 0 | 2,371,879 | 1,052,166 | 4,119,580 | 0 | 0 | 0 | 5,171,746 |
| Mt. Scott Community Center Roof Repair | 0 | 0 | 2,570,000 | 0 | 0 | 0 | 0 | 2,570,000 |
| Multnomah Art Center & Annex ADA | 0 | 108,254 | 124,670 | 0 | 0 | 0 | 0 | 124,670 |
| Northgate Park Restroom Upgrades | 0 | 0 | 0 | 0 | 0 | 0 | 10,550 | 10,550 |
| Parklane Park Loo | 106 | 257,783 | 197,128 | 142,641 | 0 | 0 | 0 | 339,769 |
| Peninsula Pool Shallowing | 0 | 0 | 500,000 | 0 | 0 | 0 | 0 | 500,000 |
| Pier Pool Mechanical System Upgrades | 0 | 0 | 0 | 0 | 0 | 0 | 670,443 | 670,443 |
| Sellwood Park Kitchen Roof | 0 | 607,642 | 664,897 | 0 | 0 | 0 | 0 | 664,897 |
| St Johns CC Roof | 0 | 512,634 | 532,148 | 0 | 0 | 0 | 0 | 532,148 |
| Urban Forestry Maintenance Facility | 0 | 555,287 | 499,914 | 1,308,890 | 0 | 0 | 0 | 1,808,804 |
| Ventura Park Loo | 0 | 288,042 | 73,176 | 353,662 | 0 | 0 | 0 | 426,838 |
| Wilkes Park Loo | 1,008 | 224,331 | 322,350 | 0 | 0 | 0 | 0 | 322,350 |
| Total Buildings & Pools | 2,013,990 | 8,138,445 | 9,486,165 | 7,934,732 | 1,400,751 | 638,979 | 1,708,421 | 21,169,048 |

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|---|------------------|-------------------|-------------------|-------------------|------------------|------------------|------------|-------------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| Developed Parks | | | | | | | | |
| Beech Park Development | 420,375 | 3,000,000 | 5,000,000 | 3,950,000 | 0 | 0 | 0 | 8,950,000 |
| Bond Pioneer Courthouse Square Improvements | 27,870 | 4,000,000 | 4,000,000 | 2,000,000 | 0 | 0 | 0 | 6,000,000 |
| Central City Park Development | 0 | 949,000 | 1,000,000 | 1,000,000 | 4,000,000 | 1,500,000 | 0 | 7,500,000 |
| Fulton Pump Station | 42,890 | 104,586 | 13,859 | 0 | 0 | 0 | 0 | 13,859 |
| Gateway Green Development | 26,586 | 250,000 | 150,000 | 0 | 0 | 0 | 0 | 150,000 |
| Gateway Urban Plaza Development | 293,446 | 3,000,000 | 5,000,000 | 0 | 0 | 0 | 0 | 5,000,000 |
| Halprin Parks Restoration - LID | 22,094 | 177,906 | 117,000 | 0 | 0 | 0 | 0 | 117,000 |
| International Rose Garden ADA | 10,384 | 859,383 | 1,059,101 | 0 | 0 | 0 | 0 | 1,059,101 |
| Non Central City Park Development Program | 0 | 3,198,034 | 3,938,000 | 6,400,000 | 0 | 0 | 0 | 10,338,000 |
| Peninsula Park Rose Garden Brick Renovation | 0 | 0 | 0 | 0 | 110,067 | 0 | 0 | 110,067 |
| Rocky Butte-Masonry | 0 | 0 | 0 | 0 | 166,000 | 0 | 0 | 166,000 |
| Spring Garden Park Master Plan Implementation | 37,337 | 1,000,000 | 1,900,000 | 0 | 0 | 0 | 0 | 1,900,000 |
| Thomas Cully Park Development Phase 2 | 634,092 | 1,596,482 | 705,000 | 0 | 0 | 0 | 0 | 705,000 |
| Total Developed Parks | 1,515,074 | 18,135,391 | 22,882,960 | 13,350,000 | 4,276,067 | 1,500,000 | 0 | 42,009,027 |
| Golf | | | | | | | | |
| RedTail Golf Course 7th Hole Redesign | 0 | 0 | 15,000 | 0 | 0 | 0 | 0 | 15,000 |
| Total Golf | 0 | 0 | 15,000 | 0 | 0 | 0 | 0 | 15,000 |
| Green Infrastructure | | | | | | | | |
| Lan Su Chinese Garden Zither Lake | 0 | 668,000 | 32,614 | 0 | 0 | 0 | 0 | 32,614 |
| Leach Botanical Garden Phase 3 | 259,758 | 900,000 | 640,000 | 0 | 0 | 0 | 0 | 640,000 |
| Riverview Property Restoration | 107,739 | 142,261 | 40,000 | 0 | 0 | 0 | 0 | 40,000 |
| Waterfront Park Bioswale Reconfiguration | 0 | 0 | 33,150 | 0 | 0 | 0 | 0 | 33,150 |
| Total Green Infrastructure | 367,496 | 1,710,261 | 745,764 | 0 | 0 | 0 | 0 | 745,764 |
| Recreation Features | | | | | | | | |
| Argay Tennis Court | 0 | 430,496 | 376,684 | 260,353 | 0 | 0 | 0 | 637,037 |
| Colonel Summer Park Splash Pad Installation | 0 | 500,000 | 150,000 | 0 | 0 | 0 | 0 | 150,000 |
| Couch Park Playground | 28,626 | 653,406 | 163,352 | 816,758 | 0 | 0 | 0 | 980,110 |
| Creston Park Playground | 5,828 | 297,857 | 136,109 | 372,321 | 0 | 0 | 0 | 508,430 |
| Duniway Field Improvements | 0 | 0 | 24,356 | 0 | 0 | 0 | 0 | 24,356 |
| Ed Benedict Park Sports Field Safety Imp. | 0 | 20,000 | 6,000 | 0 | 0 | 0 | 0 | 6,000 |
| Fernhill Splash Pad | 0 | 500,000 | 470,000 | 0 | 0 | 0 | 0 | 470,000 |
| Fernhill Sports Field Safety Improvements | 0 | 20,000 | 6,000 | 0 | 0 | 0 | 0 | 6,000 |

Portland Parks & Recreation

CIP Summary

Parks, Recreation, & Culture Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | Revised | | Adopted | Capital Plan | | | | 5-Year Total |
|---|---------------|------------------|------------------|------------------|------------------|------------|------------|-------------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | |
| Hancock Park Play Area Safety and ADA | 0 | 0 | 0 | 123,000 | 0 | 0 | 0 | 123,000 |
| Kenton Park Playground | 0 | 0 | 390,562 | 341,742 | 236,643 | 0 | 0 | 968,947 |
| Kingsley Community Garden | 0 | 0 | 50,000 | 0 | 0 | 0 | 0 | 50,000 |
| Knott Park Sports Field Safety Improvements | 0 | 0 | 0 | 0 | 174,000 | 0 | 0 | 174,000 |
| Lents Park Playground | 8,851 | 593,585 | 148,396 | 729,927 | 0 | 0 | 0 | 878,323 |
| Lents Sport Field | 0 | 0 | 24,356 | 0 | 0 | 0 | 0 | 24,356 |
| Lents Tennis Court Restoration | 0 | 0 | 0 | 175,000 | 0 | 0 | 0 | 175,000 |
| Lynchview Park Playground | 0 | 0 | 505,507 | 1,111,568 | 1,587,955 | 0 | 0 | 3,205,030 |
| North Park Blocks Playground | 2,595 | 644,598 | 161,150 | 792,908 | 0 | 0 | 0 | 954,058 |
| Reike Synthetic Turf | 287 | 328,173 | 765,738 | 1,079,146 | 0 | 0 | 0 | 1,844,884 |
| Ventura Park Playground | 0 | 445,103 | 111,276 | 547,340 | 0 | 0 | 0 | 658,616 |
| Wallace Park Sport Field Safety Improvements | 0 | 0 | 0 | 0 | 26,000 | 0 | 0 | 26,000 |
| Willamette Park Dog off Leash | 50,029 | 189,006 | 50,000 | 0 | 0 | 0 | 0 | 50,000 |
| Total Recreation Features | 96,216 | 4,622,224 | 3,539,486 | 6,350,063 | 2,024,598 | 0 | 0 | 11,914,147 |
| Utilities, Roads & Trails | | | | | | | | |
| April Hill Park Trail Match | 30,763 | 29,237 | 300,000 | 0 | 0 | 0 | 0 | 300,000 |
| Bridge Inventory & Assessment | 17,127 | 132,873 | 150,000 | 200,000 | 350,000 | 100,000 | 150,000 | 950,000 |
| Hillside Community Center DDC Replacement | 0 | 0 | 0 | 56,428 | 0 | 0 | 0 | 56,428 |
| Leif Erikson Culvert Repairs | 0 | 0 | 147,000 | 172,500 | 172,500 | 0 | 0 | 492,000 |
| Leif Erikson Roadbed Failure at MP 6.8 - Repair | 0 | 0 | 247,500 | 0 | 0 | 0 | 0 | 247,500 |
| Lynchview Park Irrigation | 0 | 0 | 27,245 | 63,572 | 88,960 | 0 | 0 | 179,777 |
| Macleay Park Trail Bridges | 0 | 388,983 | 72,934 | 510,541 | 0 | 0 | 0 | 583,475 |
| Maple Trail Bridge Replacment | 0 | 228,078 | 42,765 | 283,540 | 0 | 0 | 0 | 326,305 |
| Marine Drive Trail Gaps | 44,631 | 149,434 | 110,563 | 0 | 0 | 0 | 0 | 110,563 |
| Mt Tabor Park South Access Trail | 0 | 500,000 | 400,000 | 0 | 0 | 0 | 0 | 400,000 |
| Mt. Scott Community Center HVAC | 0 | 818,000 | 500,000 | 0 | 0 | 0 | 0 | 500,000 |
| Portland Childrens Museum DDC Replacement | 0 | 0 | 0 | 136,094 | 0 | 0 | 0 | 136,094 |
| Southwest Portland Trail Expansion | 0 | 500,000 | 300,000 | 0 | 0 | 0 | 0 | 300,000 |
| Springwater Corridor Bridges | 0 | 0 | 650,716 | 473,248 | 1,224,866 | 0 | 0 | 2,348,830 |
| Springwater Corridor Sellwood Gap | 155,123 | 224,959 | 1,000,000 | 0 | 0 | 0 | 0 | 1,000,000 |
| St Johns Community Center DDC Replacement | 0 | 0 | 90,951 | 0 | 0 | 0 | 0 | 90,951 |
| Ventura Park New Irrigation System | 0 | 0 | 130,000 | 0 | 0 | 0 | 0 | 130,000 |
| Washington Park Sewer Replacement | 0 | 0 | 1,060,000 | 254,823 | 0 | 1,079,885 | 0 | 2,394,708 |
| Washington Park Stormwater | 52,233 | 300,000 | 100,000 | 80,000 | 500,000 | 1,000,000 | 0 | 1,680,000 |
| Washington Park West Parking Lot Improvements | 0 | 50,000 | 50,000 | 388,943 | 0 | 0 | 0 | 438,943 |
| Westmoreland Park Skavone Stadium Lighting | 0 | 828,000 | 600,000 | 0 | 0 | 0 | 0 | 600,000 |

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|--|------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|--------------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| Whitaker Ponds Access Improvements | 94,418 | 1,205,979 | 1,864,657 | 0 | 0 | 0 | 0 | 1,864,657 |
| Willamette Park Pathways | 0 | 635,825 | 317,000 | 0 | 0 | 0 | 0 | 317,000 |
| Total Utilities, Roads & Trails | 394,295 | 5,991,368 | 8,161,331 | 2,619,689 | 2,336,326 | 2,179,885 | 150,000 | 15,447,231 |
| Total Requirements | 4,387,071 | 39,597,689 | 47,055,706 | 32,254,484 | 12,037,742 | 6,318,864 | 3,858,421 | 101,525,217 |

Portland Parks & Recreation

FTE Summary

Parks, Recreation, & Culture Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|---|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 41,579 | 59,779 | 1.00 | 50,352 | 1.00 | 53,856 | 1.00 | 53,856 |
| 30000063 | Accountant II | 54,371 | 68,453 | 1.00 | 68,448 | 1.00 | 68,448 | 1.00 | 68,448 |
| 30000064 | Accountant III | 59,862 | 75,296 | 1.00 | 73,116 | 1.00 | 74,390 | 1.00 | 74,390 |
| 30000061 | Accounting Technician | 34,445 | 49,462 | 1.00 | 49,464 | 1.00 | 49,464 | 1.00 | 49,464 |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 1.00 | 77,340 | 1.00 | 77,340 | 1.00 | 77,340 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 6.00 | 341,568 | 5.00 | 291,328 | 5.00 | 291,328 |
| 30000436 | Administrative Supervisor I | 59,800 | 79,726 | 2.00 | 139,476 | 2.00 | 139,516 | 2.00 | 139,516 |
| 30000437 | Administrative Supervisor II | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000753 | Aquatic Program Supervisor | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30001737 | Arborist I | 47,902 | 51,501 | 2.00 | 99,408 | 2.00 | 99,408 | 2.00 | 99,408 |
| 30001738 | Arborist II | 48,651 | 55,598 | 3.00 | 159,042 | 3.00 | 159,840 | 3.00 | 159,840 |
| 30000248 | Arborist III | 55,162 | 62,754 | 6.00 | 376,560 | 6.00 | 376,560 | 6.00 | 376,560 |
| 30001739 | Arborist IV | 58,614 | 66,331 | 2.00 | 117,240 | 2.00 | 117,240 | 2.00 | 117,240 |
| 30000749 | Arts Programs Supervisor | 65,957 | 87,963 | 1.00 | 83,904 | 1.00 | 86,487 | 1.00 | 86,487 |
| 30000101 | Automotive Equipment Oper I | 44,616 | 54,080 | 6.00 | 315,036 | 6.00 | 315,036 | 6.00 | 315,036 |
| 30001584 | Botanic Spec I-Community Gardens | 56,077 | 71,614 | 1.00 | 69,900 | 1.00 | 71,616 | 1.00 | 71,616 |
| 30000878 | Botanic Spec I-Forestry | 56,077 | 71,614 | 3.00 | 171,084 | 3.00 | 177,796 | 3.00 | 177,796 |
| 30001333 | Botanic Spec I-Trails | 56,077 | 71,614 | 1.00 | 64,944 | 1.00 | 67,914 | 1.00 | 67,914 |
| 30000316 | Botanic Spec I-Youth & Comnty Programs | 56,077 | 71,614 | 5.00 | 304,788 | 5.00 | 310,518 | 5.00 | 310,518 |
| 30000317 | Botanic Spec II-Arboretum Collection | 59,051 | 75,317 | 1.00 | 75,312 | 1.00 | 75,312 | 1.00 | 75,312 |
| 30000319 | Botanic Spec II-Environmental Education | 59,051 | 75,317 | 1.00 | 61,968 | 1.00 | 65,124 | 1.00 | 65,124 |
| 30001005 | Botanic Spec II-Forestry | 59,051 | 75,317 | 1.00 | 75,312 | 1.00 | 75,312 | 1.00 | 75,312 |
| 30000321 | Botanic Spec II-Ntrl Resource Ecologist | 59,051 | 75,317 | 5.00 | 362,163 | 5.00 | 367,717 | 5.00 | 367,717 |
| 30000322 | Botanic Spec II-Pest Mgmt | 59,051 | 75,317 | 1.00 | 75,312 | 1.00 | 75,312 | 1.00 | 75,312 |
| 30000323 | Botanic Spec II-Rose Garden | 59,051 | 75,317 | 1.00 | 75,312 | 1.00 | 75,312 | 1.00 | 75,312 |
| 30000831 | Botanic Technician I | 41,350 | 55,411 | 8.00 | 401,470 | 8.00 | 411,372 | 8.00 | 411,372 |
| 30001383 | Botanic Technician II | 45,490 | 60,923 | 2.00 | 107,164 | 2.00 | 109,464 | 2.00 | 109,464 |
| 30000441 | Business Operations Manager | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000440 | Business Operations Supervisor | 72,800 | 97,386 | 1.00 | 82,632 | 1.00 | 86,021 | 1.00 | 86,021 |
| 30000448 | Business Systems Analyst | 62,795 | 83,720 | 1.00 | 62,796 | 1.00 | 64,936 | 1.00 | 64,936 |
| 30000449 | Business Systems Analyst, Sr | 69,285 | 92,498 | 1.00 | 91,825 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000329 | CAD Technician II | 55,411 | 70,699 | 1.00 | 70,704 | 1.00 | 70,704 | 1.00 | 70,704 |
| 30000330 | CAD Technician III | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000454 | Capital Improvmtnt Program Planning Supvr | 82,098 | 109,346 | 2.00 | 195,367 | 2.00 | 201,967 | 2.00 | 201,967 |
| 30000686 | Capital Project Manager II | 72,800 | 97,386 | 3.00 | 244,920 | 3.00 | 251,109 | 3.00 | 251,109 |
| 30000687 | Capital Project Manager III | 76,294 | 102,544 | 9.00 | 880,921 | 9.00 | 899,764 | 9.00 | 899,764 |
| 30000110 | Carpenter | 56,243 | 62,920 | 8.00 | 503,328 | 8.00 | 503,328 | 8.00 | 503,328 |
| 30002058 | Citywide Recreation Supervisor | 65,957 | 87,963 | 1.00 | 83,251 | 1.00 | 86,575 | 1.00 | 86,575 |
| 30002008 | Community Garden Technician | 45,490 | 60,923 | 1.00 | 45,492 | 1.00 | 45,492 | 1.00 | 45,492 |
| 30000491 | Community Outreach & Informtn Assistant | 49,275 | 75,899 | 1.00 | 49,272 | 1.00 | 49,272 | 1.00 | 49,272 |
| 30000492 | Community Outreach & Informtn Rep | 59,800 | 79,726 | 2.00 | 155,442 | 2.00 | 158,886 | 2.00 | 158,886 |
| 30000493 | Community Outreach & Informtn Rep, Sr | 65,957 | 87,963 | 1.00 | 87,905 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000494 | Community Outreach & Invlvmt Program Mgr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000105 | Construction Equipment Operator | 47,507 | 60,674 | 2.00 | 121,344 | 2.00 | 121,344 | 2.00 | 121,344 |
| 30000333 | Development Services Technician II | 55,411 | 70,699 | 3.00 | 174,576 | 3.00 | 179,623 | 3.00 | 179,623 |
| 30000116 | Electrician | 70,366 | 75,941 | 2.00 | 151,872 | 2.00 | 151,872 | 2.00 | 151,872 |
| 30000119 | Electrician, Supervising | 77,584 | 83,741 | 1.00 | 83,736 | 1.00 | 83,736 | 1.00 | 83,736 |
| 30000121 | Electrician/Instrument Technician | 72,509 | 78,250 | 1.00 | 78,252 | 1.00 | 78,252 | 1.00 | 78,252 |
| 30000358 | Engineering Associate, Sr-Civil | 76,502 | 97,531 | 1.00 | 88,464 | 1.00 | 91,785 | 1.00 | 91,785 |
| 30000353 | Engineering Associate-Civil | 62,878 | 84,240 | 1.00 | 84,240 | 1.00 | 84,240 | 1.00 | 84,240 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000324 | Engineering Technician I | 41,350 | 55,411 | 1.00 | 45,792 | 1.00 | 48,095 | 1.00 | 48,095 |
| 30000720 | Facilities Construction Proj Spec,Supvsg | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000718 | Facilities Construction Project Manager | 69,285 | 92,498 | 0.00 | 0 | 0.00 | 0 | 1.00 | 69,288 |
| 30000714 | Facilities Maintenance Supervisor, Sr | 65,957 | 87,963 | 1.00 | 78,768 | 1.00 | 82,002 | 1.00 | 82,002 |
| 30000071 | Facilities Maintenance Technician | 61,402 | 66,331 | 7.00 | 464,352 | 7.00 | 464,352 | 7.00 | 464,352 |
| 30000567 | Financial Analyst | 62,795 | 83,720 | 3.00 | 243,216 | 3.00 | 247,588 | 3.00 | 247,588 |
| 30000568 | Financial Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000127 | General Mechanic | 51,022 | 63,586 | 2.00 | 125,304 | 2.00 | 127,020 | 2.00 | 127,020 |
| 30000343 | GIS Technician III | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000764 | Golf Course Superintendent | 65,957 | 87,963 | 4.00 | 341,410 | 4.00 | 344,588 | 4.00 | 344,588 |
| 30000765 | Golf, Director of | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000372 | Graphics Designer II | 55,411 | 70,699 | 1.00 | 58,092 | 1.00 | 61,068 | 1.00 | 61,068 |
| 30000085 | Greenskeeper I | 43,202 | 52,874 | 14.00 | 723,879 | 14.00 | 730,536 | 14.00 | 730,536 |
| 30000086 | Greenskeeper II | 48,651 | 55,598 | 6.00 | 326,628 | 6.00 | 326,628 | 6.00 | 326,628 |
| 30000087 | Greenskeeper III | 50,461 | 61,090 | 6.00 | 355,920 | 6.00 | 355,920 | 6.00 | 355,920 |
| 30001334 | Horticultural Services Supervisor | 65,957 | 87,963 | 1.00 | 84,173 | 1.00 | 85,255 | 1.00 | 85,255 |
| 30000252 | Horticulturist | 48,048 | 58,032 | 23.00 | 1,314,768 | 23.00 | 1,319,810 | 23.00 | 1,319,810 |
| 30000253 | Horticulturist, Lead | 50,419 | 60,902 | 1.00 | 60,900 | 1.00 | 60,900 | 1.00 | 60,900 |
| 30000930 | Landscape Architect Project Manager | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000098 | Maintenance Mechanic | 50,461 | 56,430 | 11.00 | 613,650 | 11.00 | 614,820 | 12.00 | 671,256 |
| 30000073 | Maintenance Worker | 31,200 | 31,200 | 3.00 | 93,600 | 3.00 | 93,600 | 3.00 | 93,600 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 2.00 | 151,961 | 2.00 | 157,561 | 3.00 | 220,357 |
| 30000453 | Management Analyst, Principal | 82,098 | 109,346 | 3.00 | 310,875 | 3.00 | 319,077 | 3.00 | 319,077 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 1.00 | 91,218 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 1.90 | 137,376 | 1.90 | 139,896 | 1.90 | 139,896 |
| 30000750 | Music Programs Supervisor | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000768 | Natural Areas Supervisor | 65,957 | 87,963 | 2.00 | 174,620 | 2.00 | 175,920 | 2.00 | 175,920 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 3.00 | 148,392 | 3.00 | 148,392 | 3.00 | 148,392 |
| 30000013 | Office Support Specialist III | 44,075 | 58,406 | 5.00 | 277,692 | 5.00 | 281,235 | 5.00 | 281,235 |
| 30000112 | Painter | 56,243 | 62,920 | 3.00 | 188,748 | 3.00 | 188,748 | 3.00 | 188,748 |
| 30001709 | Park Ranger | 40,331 | 53,435 | 13.00 | 566,520 | 13.00 | 575,977 | 15.00 | 656,641 |
| 30000757 | Park Ranger Supervisor | 49,275 | 75,899 | 1.00 | 49,272 | 1.00 | 49,272 | 1.00 | 49,272 |
| 30000185 | Parking Code Enforcement Officer | 41,766 | 54,870 | 1.00 | 50,400 | 1.00 | 52,087 | 1.00 | 52,087 |
| 30000439 | Parks & Rec Administrative Mgr | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30001585 | Parks & Rec Asset Manager | 94,931 | 128,627 | 1.00 | 124,052 | 1.00 | 128,628 | 1.00 | 128,628 |
| 30000834 | Parks & Rec Central Svcs Mgr | 82,098 | 109,346 | 1.00 | 82,104 | 1.00 | 82,104 | 1.00 | 82,104 |
| 30000756 | Parks & Rec City Nature Zone Mgr | 72,800 | 97,386 | 2.00 | 190,557 | 2.00 | 193,734 | 2.00 | 193,734 |
| 30000746 | Parks & Rec Natural Areas Manager | 94,931 | 128,627 | 1.00 | 94,932 | 1.00 | 94,932 | 1.00 | 94,932 |
| 30000748 | Parks & Rec Services Manager | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000755 | Parks & Rec Zone Manager | 76,294 | 102,544 | 4.00 | 402,503 | 4.00 | 406,396 | 4.00 | 406,396 |
| 30000428 | Parks & Recreation Director | 126,131 | 180,752 | 1.00 | 180,756 | 1.00 | 180,756 | 1.00 | 180,756 |
| 30001983 | Parks & Recreation Director, Assistant | 101,962 | 142,397 | 1.00 | 140,448 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000903 | Parks Athletic Fields Maintenance Supvr | 62,795 | 83,720 | 1.00 | 62,796 | 1.00 | 62,796 | 1.00 | 62,796 |
| 30000084 | Parks Maintenance Crew Leader | 50,419 | 60,902 | 3.00 | 182,700 | 3.00 | 182,700 | 3.00 | 182,700 |
| 30000759 | Parks Maintenance Supervisor | 62,795 | 83,720 | 5.00 | 390,540 | 5.00 | 397,397 | 5.00 | 397,397 |
| 30001685 | Parks Maintenance Supervisor II | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000742 | Parks Planner, Supervising | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30001733 | Parks Property & Business Devel Mgr | 76,294 | 102,544 | 1.00 | 97,989 | 1.00 | 101,361 | 1.00 | 101,361 |
| 30000758 | Parks Security Manager | 69,285 | 92,498 | 1.00 | 84,528 | 1.00 | 87,707 | 1.00 | 87,707 |
| 30000081 | Parks Technician | 46,530 | 52,874 | 31.00 | 1,601,016 | 31.00 | 1,620,012 | 31.00 | 1,620,012 |

Portland Parks & Recreation

FTE Summary

Parks, Recreation, & Culture Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000761 | Parks Turf Maint, Irrigatn & Equip Supvr | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000386 | Planner II. City-Parks | 64,750 | 74,838 | 2.00 | 149,688 | 2.00 | 149,688 | 2.00 | 149,688 |
| 30000392 | Planner, Sr City-Environmental | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30001159 | Plumber | 62,150 | 69,597 | 2.00 | 134,472 | 2.00 | 139,200 | 2.00 | 139,200 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 2.00 | 151,956 | 2.00 | 158,178 | 2.00 | 158,178 |
| 30000465 | Program Manager | 69,285 | 92,498 | 2.00 | 152,272 | 2.00 | 155,676 | 2.00 | 155,676 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 10.00 | 662,189 | 14.00 | 914,269 | 14.00 | 914,269 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 1.00 | 49,272 | 1.00 | 49,272 | 1.00 | 49,272 |
| 30000497 | Public Information Manager | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000766 | Raceway Maintenance Supervisor | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000767 | Raceway Manager | 76,294 | 102,544 | 1.00 | 76,296 | 1.00 | 78,906 | 1.00 | 78,906 |
| 30000268 | Recreation Coord I-Aquatics | 44,387 | 54,413 | 9.00 | 489,672 | 9.00 | 489,672 | 9.00 | 489,672 |
| 30000269 | Recreation Coord I-At-Risk Yth Outreach | 44,387 | 54,413 | 5.00 | 257,367 | 5.00 | 259,767 | 5.00 | 259,767 |
| 30000281 | Recreation Coord I-Custmr Svc Supp/Trg | 44,387 | 54,413 | 3.00 | 161,094 | 3.00 | 162,528 | 3.00 | 162,528 |
| 30000273 | Recreation Coord I-Disabled Citizens | 44,387 | 54,413 | 2.00 | 100,275 | 2.00 | 104,433 | 2.00 | 104,433 |
| 30000276 | Recreation Coord I-Generalist | 44,387 | 54,413 | 31.00 | 1,636,359 | 31.00 | 1,646,465 | 31.00 | 1,646,465 |
| 30000278 | Recreation Coord I-Multnomah Art Center | 44,387 | 54,413 | 2.00 | 108,816 | 2.00 | 108,816 | 2.00 | 108,816 |
| 30000275 | Recreation Coord I-Public Events Permit | 44,387 | 54,413 | 1.00 | 49,755 | 1.00 | 52,155 | 1.00 | 52,155 |
| 30000280 | Recreation Coord I-Senior Recreation | 44,387 | 54,413 | 1.00 | 51,786 | 1.00 | 53,248 | 1.00 | 53,248 |
| 30001508 | Recreation Coord I-Urban Parks | 44,387 | 54,413 | 1.00 | 54,408 | 1.00 | 54,408 | 1.00 | 54,408 |
| 30000286 | Recreation Coord II-Adaptive & Inclusive | 47,112 | 57,990 | 1.00 | 57,996 | 1.00 | 57,996 | 1.00 | 57,996 |
| 30000284 | Recreation Coord II-Aquatics | 47,112 | 57,990 | 4.00 | 231,984 | 4.00 | 231,984 | 4.00 | 231,984 |
| 30000979 | Recreation Coord II-At-Risk Yth Outreach | 47,112 | 57,990 | 1.00 | 57,996 | 1.00 | 57,996 | 1.00 | 57,996 |
| 30000285 | Recreation Coord II-Comnty Music Center | 47,112 | 57,990 | 1.00 | 57,996 | 1.00 | 57,996 | 1.00 | 57,996 |
| 30002034 | Recreation Coord II-Educ & Enrichment | 47,112 | 57,990 | 1.00 | 47,112 | 1.00 | 47,112 | 1.00 | 47,112 |
| 30000288 | Recreation Coord II-Fitness | 47,112 | 57,990 | 1.00 | 57,996 | 1.00 | 57,996 | 1.00 | 57,996 |
| 30000290 | Recreation Coord II-Multnomah Art Center | 47,112 | 57,990 | 1.00 | 47,112 | 1.00 | 47,112 | 1.00 | 47,112 |
| 30002035 | Recreation Coord II-Preschool | 47,112 | 57,990 | 1.00 | 47,112 | 0.00 | 0 | 0.00 | 0 |
| 30000287 | Recreation Coord II-Public Events Permit | 47,112 | 57,990 | 1.00 | 57,996 | 1.00 | 57,996 | 1.00 | 57,996 |
| 30000292 | Recreation Coord II-Senior Recreation | 47,112 | 57,990 | 1.00 | 57,996 | 1.00 | 57,996 | 1.00 | 57,996 |
| 30002036 | Recreation Coord II-Special Events&Mktg | 47,112 | 57,990 | 1.00 | 55,380 | 1.00 | 57,174 | 1.00 | 57,174 |
| 30002033 | Recreation Coord II-Sports | 47,112 | 57,990 | 1.00 | 57,996 | 1.00 | 57,996 | 1.00 | 57,996 |
| 30002258 | Recreation Facility Technician | 31,200 | 34,798 | 1.00 | 31,200 | 1.00 | 31,200 | 1.00 | 31,200 |
| 30000256 | Recreation Leader-FT-Aquatics | 31,242 | 45,094 | 7.00 | 283,212 | 19.00 | 667,358 | 19.00 | 667,358 |
| 30000257 | Recreation Leader-FT-Comnty Music Center | 31,242 | 45,094 | 1.00 | 38,604 | 1.00 | 41,748 | 1.00 | 41,748 |
| 30000258 | Recreation Leader-FT-Custmr Svc Ctr Rep | 31,242 | 45,094 | 3.00 | 135,288 | 7.00 | 260,280 | 7.00 | 260,280 |
| 30000261 | Recreation Leader-FT-Generalist | 31,242 | 45,094 | 6.00 | 210,432 | 45.00 | 1,438,728 | 45.00 | 1,438,728 |
| 30000262 | Recreation Leader-FT-Pre-School | 31,242 | 45,094 | 2.00 | 62,496 | 3.00 | 98,794 | 3.00 | 98,794 |
| 30000267 | Recreation Leader-FT-Tennis | 31,242 | 45,094 | 2.00 | 76,344 | 2.00 | 80,168 | 2.00 | 80,168 |
| 30000744 | Recreation Supervisor I | 62,795 | 83,720 | 12.00 | 938,236 | 15.00 | 1,134,046 | 16.00 | 1,196,842 |
| 30000350 | Right of Way Agent III | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000485 | Safety & Risk Officer I | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000928 | Sports Management Supervisor | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000054 | Storekeeper/Acquisition Specialist II | 47,133 | 57,637 | 1.00 | 57,636 | 1.00 | 57,636 | 1.00 | 57,636 |
| 30000056 | Storekeeper/Acquisition Specialist III | 53,248 | 66,186 | 1.00 | 66,192 | 1.00 | 66,192 | 1.00 | 66,192 |
| 30000250 | Tree Inspector | 55,744 | 68,973 | 10.00 | 651,656 | 10.00 | 660,616 | 10.00 | 660,616 |
| 30000080 | Turf Maintenance Technician | 43,202 | 52,874 | 16.00 | 836,280 | 16.00 | 836,280 | 16.00 | 836,280 |
| 30000763 | Urban Forestry Supervisor | 65,957 | 87,963 | 2.00 | 165,924 | 2.00 | 168,052 | 3.00 | 234,004 |
| 30000076 | Utility Worker I | 44,054 | 47,902 | 10.00 | 475,188 | 10.00 | 475,188 | 10.00 | 475,188 |
| 30000077 | Utility Worker II | 47,902 | 51,501 | 11.00 | 562,944 | 11.00 | 562,944 | 11.00 | 562,944 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000499 | Volunteer Program Coordinator | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000123 | Welder | 56,243 | 62,920 | 1.00 | 62,916 | 1.00 | 62,916 | 1.00 | 62,916 |
| TOTAL FULL-TIME POSITIONS | | | | 477.90 | 29,804,458 | 538.90 | 32,198,075 | 545.90 | 32,596,007 |
| 30000185 | Parking Code Enforcement Officer | 41,766 | 54,870 | 0.90 | 41,468 | 0.50 | 24,368 | 0.50 | 24,368 |
| 30000394 | Planner, Sr City-Parks | 67,309 | 85,946 | 0.90 | 71,904 | 0.90 | 75,528 | 0.90 | 75,528 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 0.90 | 49,440 | 1.00 | 57,186 | 1.00 | 57,186 |
| 30000276 | Recreation Coord I-Generalist | 44,387 | 54,413 | 0.00 | 0 | 1.00 | 44,388 | 1.00 | 44,388 |
| 30000256 | Recreation Leader-FT-Aquatics | 31,242 | 45,094 | 0.00 | 0 | 6.50 | 203,112 | 6.50 | 203,112 |
| 30000258 | Recreation Leader-FT-Custmr Svc Ctr Rep | 31,242 | 45,094 | 0.00 | 0 | 3.00 | 93,744 | 3.00 | 93,744 |
| 30000261 | Recreation Leader-FT-Generalist | 31,242 | 45,094 | 0.00 | 0 | 16.50 | 515,724 | 16.50 | 515,724 |
| 30000263 | Recreation Leader-FT-Pottery | 31,242 | 45,094 | 0.75 | 33,816 | 0.75 | 33,816 | 0.75 | 33,816 |
| 30000262 | Recreation Leader-FT-Pre-School | 31,242 | 45,094 | 1.77 | 67,344 | 17.02 | 543,852 | 17.02 | 543,852 |
| TOTAL PART-TIME POSITIONS | | | | 5.22 | 263,972 | 47.17 | 1,591,718 | 47.17 | 1,591,718 |
| 30000686 | Capital Project Manager II | 72,800 | 97,386 | 1.00 | 80,076 | 0.00 | 0 | 0.00 | 0 |
| 30000687 | Capital Project Manager III | 76,294 | 102,544 | 0.92 | 89,023 | 1.00 | 101,100 | 1.00 | 101,100 |
| 30000717 | Facilities Construction Project Spec | 59,800 | 79,726 | 1.00 | 76,548 | 1.00 | 79,158 | 1.00 | 79,158 |
| 30000098 | Maintenance Mechanic | 50,461 | 56,430 | 1.00 | 56,436 | 1.00 | 56,436 | 0.00 | 0 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 0.00 | 0 | 1.00 | 62,796 | 1.00 | 62,796 |
| 30001709 | Park Ranger | 40,331 | 53,435 | 1.00 | 53,436 | 1.00 | 53,436 | 1.00 | 53,436 |
| 30000374 | Planning Assistant | 34,590 | 44,158 | 1.00 | 35,756 | 0.00 | 0 | 0.00 | 0 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 1.00 | 59,796 | 1.00 | 59,796 | 1.00 | 59,796 |
| 30000276 | Recreation Coord I-Generalist | 44,387 | 54,413 | 3.58 | 171,040 | 0.00 | 0 | 0.00 | 0 |
| 30002233 | Recreation Coord I-Multicultural | 44,387 | 54,413 | 1.00 | 48,480 | 0.00 | 0 | 0.00 | 0 |
| 30000256 | Recreation Leader-FT-Aquatics | 31,242 | 45,094 | 22.00 | 744,612 | 0.00 | 0 | 0.00 | 0 |
| 30000258 | Recreation Leader-FT-Custmr Svc Ctr Rep | 31,242 | 45,094 | 8.00 | 252,582 | 0.00 | 0 | 0.00 | 0 |
| 30000261 | Recreation Leader-FT-Generalist | 31,242 | 45,094 | 29.00 | 944,288 | 0.00 | 0 | 0.00 | 0 |
| 30000262 | Recreation Leader-FT-Pre-School | 31,242 | 45,094 | 25.00 | 784,231 | 0.00 | 0 | 0.00 | 0 |
| 30000744 | Recreation Supervisor I | 62,795 | 83,720 | 0.75 | 47,097 | 1.00 | 62,796 | 0.00 | 0 |
| 30000763 | Urban Forestry Supervisor | 65,957 | 87,963 | 0.75 | 49,464 | 1.00 | 65,952 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 97.00 | 3,492,865 | 8.00 | 541,470 | 5.00 | 356,286 |
| GRAND TOTAL | | | | 580.12 | 33,561,295 | 594.07 | 34,331,263 | 598.07 | 34,544,011 |

Portland Parks & Recreation

Budget Decisions

Parks, Recreation, & Culture Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

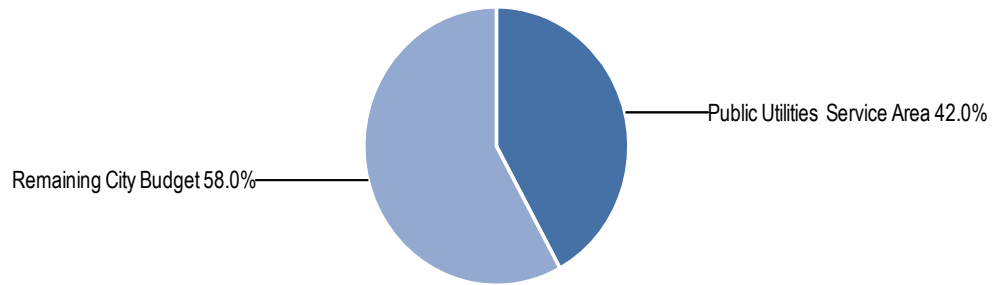
| Action | Amount | | | FTE | Decision |
|---|------------------|------------------|--------------------|---------------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 138,588,587 | 1,769,768 | 140,358,355 | 489.82 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 4,385,403 | 0 | 4,385,403 | 101.25 | Recreation arbitration conversion |
| | 300,000 | (150,000) | 150,000 | 2.00 | Parks for New Portlanders |
| | (97,389) | 0 | (97,389) | 0.00 | Reduce seasonal maintenance workers |
| | (65,000) | 0 | (65,000) | 0.00 | Reduce maintenance of natural area trails |
| | (89,124) | 0 | (89,124) | (1.00) | Eliminate administrative support position |
| | 0 | 0 | 0 | 0.00 | Fund customer service position with \$75,295 of program fees |
| | (100,000) | 0 | (100,000) | 0.00 | Reduce bureau unemployment reserve |
| | 0 | 0 | 0 | 0.00 | Increase leasing and licensing revenues by \$100,000 |
| | 0 | 0 | 0 | 0.00 | Increase parks rate revenues by \$100,000 |
| | 0 | 2,570,000 | 2,570,000 | 0.00 | Replace roof at Mt. Scott Community Center |
| | 0 | 1,000,000 | 1,000,000 | 0.00 | Re-line Washington Park sewer/stormwater line |
| | 0 | 250,000 | 250,000 | 0.00 | ADA-improvement projects |
| | 0 | 100,000 | 100,000 | 1.00 | Scholarship program improvements |
| | 0 | 100,000 | 100,000 | 1.00 | Tree Code program improvements |
| | 23,100 | 0 | 23,100 | 0.00 | Sunday hours for Matt Dishman Community Center Pool |
| | 75,000 | 0 | 75,000 | 0.00 | Custodial costs for Saturday Youth Basketball |
| | 125,000 | 0 | 125,000 | 0.00 | Automatic bathroom and gate lock-up |
| | 220,954 | (43,289) | 177,665 | 0.00 | Operations and maintenance funding for new parks |
| | 0 | 0 | 0 | 2.00 | Operations and maintenance positions |
| | 121,644 | 39,671 | 161,315 | 0.00 | OMF interagency balancing |
| | 0 | 182,000 | 182,000 | 0.00 | Solar panels at Southwest Community Center |
| | 0 | 790,000 | 790,000 | 0.00 | Program carryover: rangers, east portland park plans |
| | 20,409 | (20,409) | 0 | 0.00 | Radio replacement set aside of \$20,409 |
| | 1,989 | 0 | 1,989 | 0.00 | Technical adjustment |
| Approved Budget Additions and Reductions | | | | | |
| | 150,000 | 0 | 150,000 | 2.00 | Expand park rangers to North and East Portland |
| | (75,000) | 0 | (75,000) | 0.00 | Custodial costs for Saturday Youth Basketball |
| | 0 | 98,000 | 98,000 | 0.00 | Multnomah County sheriff services |
| | 55,000 | 0 | 55,000 | 0.00 | Staffing costs for Rosewood Community Center |
| | 0 | (42) | (42) | 0.00 | Technical adjustment |
| Adopted Budget Additions and Reductions | | | | | |
| | 109,730 | 0 | 109,730 | 0.00 | Technical adjustment: interagency balancing, overhead adjustments |
| | 5,161,716 | 4,915,931 | 10,077,647 | 108.25 | Total FY 2016-17 Decision Packages |
| | | | 150,436,002 | 598.07 | Total Adopted Budget |

Public Utilities Service Area

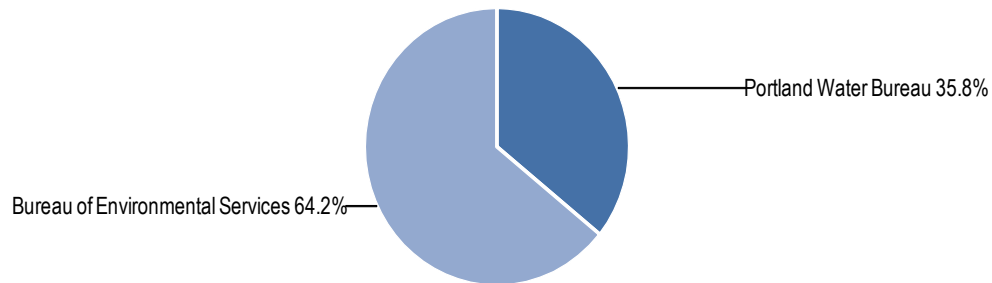
• Bureau of Environmental Services

• Portland Water Bureau

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 1,407,280,237 | 1,607,382,376 | 200,102,139 | 14.22 |
| Capital | 164,029,350 | 192,033,000 | 28,003,650 | 17.07 |
| Total Requirements | 1,571,309,587 | 1,799,415,376 | 228,105,789 | 14.52 |
| Authorized Positions | 1,111.45 | 1,131.43 | 19.98 | 1.80 |

Service Area Highlights

Description

The Public Utilities service area includes utility services provided by the City. These include water service provided by the Portland Water Bureau and sewer, stormwater, and watershed management services provided by the Bureau of Environmental Services.

Major Themes

Utility Rate Increases The FY 2016-17 Adopted Budget includes an average monthly effective retail rate increase of 4.45% combined for water, sewer, and stormwater services. The average combined monthly single family sewer and stormwater bill for FY 2016-17 will be approximately \$103.63, which reflects a monthly incremental increase of \$4.41.

Portland Water Bureau City Council adopted a retail rate increase of 7.0% for FY 2016-17, which translates into a monthly water bill increase for the typical residential customer of \$2.22. The primary factors contributing to the FY 2016-17 retail rate increase are funding large capital projects, lower retail water demand, and other escalation factors. Future-year rate increases are forecast at approximately 11% and 10% for the next two years and below 10% for the two subsequent years.

The operating budget of \$89.5 million for FY 2016-17 includes increases of 4.5% or \$5.7 million, including the addition of 9.5 FTE positions. The bureau's FY 2016-17 capital budget is \$82.9 million, which includes continued construction of water storage facilities to comply with the Long Term 2 Enhanced Surface Water Treatment Rule, a conduit to cross the Willamette River, and programs and projects that maintain, improve, and replace aging infrastructure that is essential to the long-term liability of the water system.

Bureau of Environmental Services The FY 2016-17 Adopted Budget has the effect of increasing sewer and stormwater rates for the average residential user by 3.25%, or by \$2.20 per month for a new monthly sewer/stormwater bill of \$69.80. The total FY 2016-17 Adopted Budget for all funds is \$1.15 billion. This includes \$332.4 million of internal transfers, \$181.0 million in debt service expenses, and \$385.9 million in contingency and unappropriated ending fund balance. Bureau program expenses (i.e. personnel costs, materials and services, and capital outlay) comprise \$248.3 million of the total budget.

The FY 2016-17 Adopted Budget includes \$78.4 million of capital outlay, primarily for maintenance and reliability work, as well as sewage treatment and surface water management.

Portland Harbor Superfund

The Bureau of Environmental Services represents the City's interests on the Portland Harbor Superfund site by working with the Department of Environmental Quality to identify and reduce sources of contamination conveyed to the Willamette River via stormwater outfalls. The FY 2016-17 Adopted Budget includes \$6.2 million of expenditures related to the Portland Harbor Superfund.

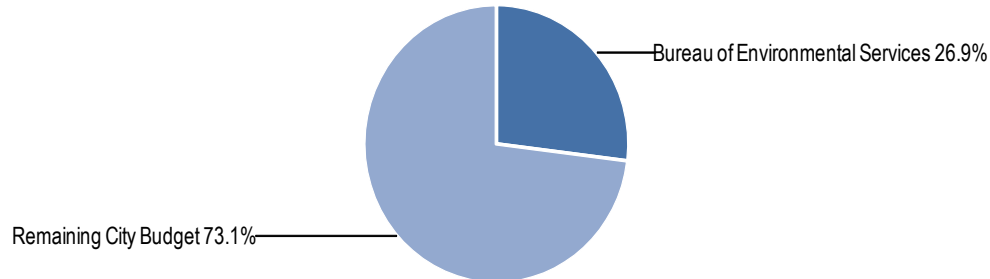
Bureau of Environmental Services

Public Utilities Service Area

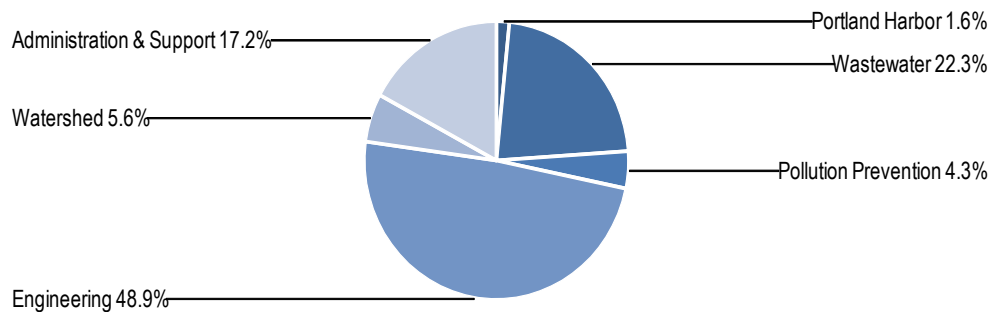
Nick Fish, Commissioner-in-Charge

Michael Jordan, Director

Percent of City Budget



Bureau Programs



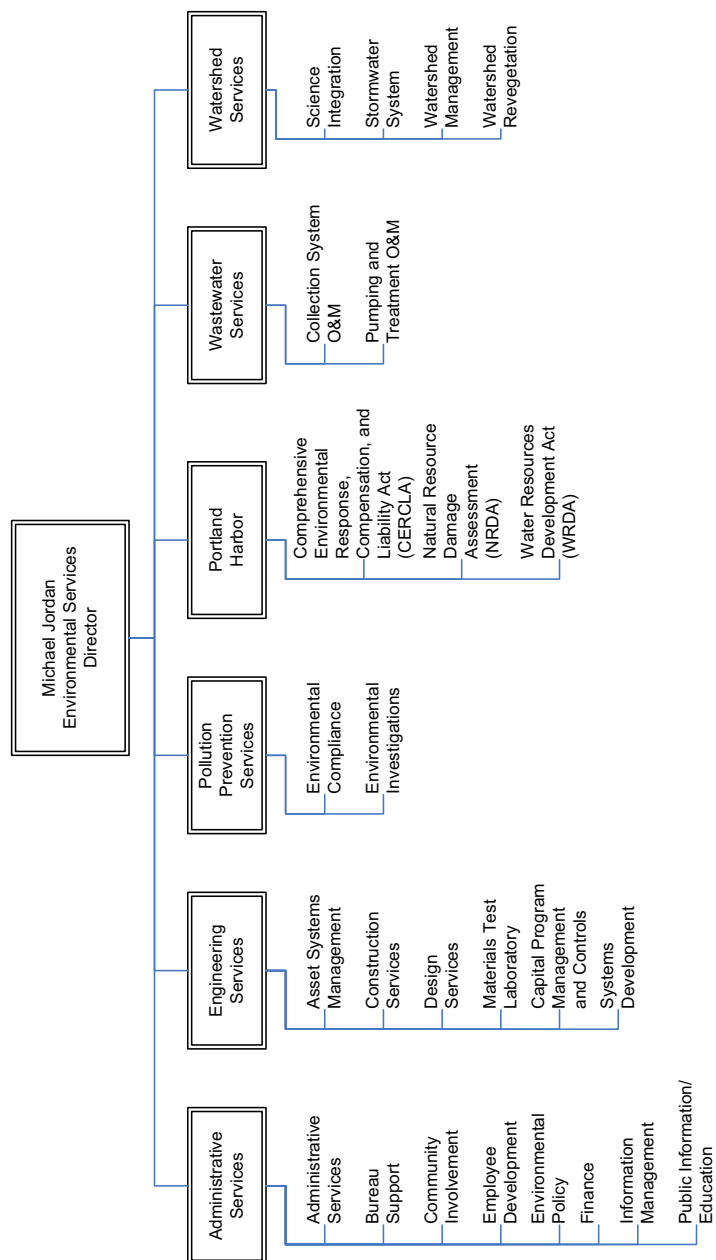
Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 908,226,282 | 1,045,267,271 | 137,040,989 | 15.09 |
| Capital | 104,733,600 | 109,143,000 | 4,409,400 | 4.21 |
| Total Requirements | 1,012,959,882 | 1,154,410,271 | 141,450,389 | 13.96 |
| Authorized Positions | 541.55 | 553.88 | 12.33 | 2.28 |

Bureau of Environmental Services

Public Utilities Service Area

BUREAU OF ENVIRONMENTAL SERVICES



Bureau Summary

Bureau Mission

The Bureau of Environmental Services serves the Portland community by protecting public health, water quality, and the environment.

Environmental Services provides sewage and stormwater collection and treatment services to accommodate Portland's current and future needs.

Environmental Services protects the quality of surface and ground waters and conducts activities that plan and promote healthy ecosystems in our watersheds.

Bureau Overview

The bureau has six major functional program areas and serves a population of approximately 613,400. The bureau operates and maintains sanitary sewer and stormwater collection systems with retail sewer and stormwater charges, wholesale contract revenues from surrounding jurisdictions, and reimbursements for services provided to other bureaus. The bureau is also the City's lead agency for watershed protection and restoration and recovery of threatened salmon and steelhead species. The bureau's six primary functional program areas are: Engineering Services, Pollution Prevention Services, Watershed Services, Wastewater Services, Portland Harbor, and Administrative Services.

The FY 2016-17 Adopted Budget for operating and capital expenditures is \$248.3 million. The Adopted Budget is \$6.2 million - or 2.5% - higher than the FY 2015-16 Revised Budget and includes 553.88 full-time equivalent positions. The Capital Improvement Plan (CIP) increases \$4.4 million from FY 2015-16 which is primarily due to an increase of planned construction expenditures. The operating portion, reflecting program costs, of the Adopted Budget is 1.3% or \$1.8 million higher than the FY 2015-16 Revised Budget. The average single-family residential sewer and stormwater bill will increase by \$2.20 per month, a 3.25% increase for FY 2016-17.

Strategic Direction

During FY 2016-17, the bureau will update its five-year strategic plan. The plan will be restructured to be a working document to assist the bureau in ongoing course correction over the life of the plan. The update will also include an outreach and engagement component to bureau stakeholders and employees.

System Operations

The FY 2016-17 Adopted Budget includes \$34.2 million to support the operation and maintenance, inspection, cleaning, and repair of 88 active pumping stations, 11 step systems, 3,015 miles of pipeline, 40,468 sewer access structures (manholes), 9,034 storm access structures, 8,603 stormwater sumps (underground injection control, or UIC), 670 miles of laterals, 498,299 linear feet of ditches, 74 miles of culverts, 58,125 stormwater inlets and catch basins, 329 trash racks, 152 manufactured stormwater facilities, and 1,783 green street stormwater facilities.

Bureau of Environmental Services

Public Utilities Service Area

Infrastructure

The major theme for the FY 2016-17 budget, and in coming years, is inventory and condition assessment of all the major parts of the sanitary and stormwater systems. The goal of this work will be to identify the built and natural components of the systems, determine their current condition, predict their remaining useful life, and then create a replacement and maintenance schedule for the acceptable level of service. This work ultimately will allow the bureau to determine the level of investment necessary to sustain the acceptable level of service over time.

The FY 2016-17 Adopted Budget includes \$72.1 million to support capital repair and replacement of sewer system assets to prevent catastrophic failures. More than 30% of the collection system is over 80 years old and maintenance needs are anticipated to increase significantly in the near future. The bureau has committed to providing funds for repair of structurally deficient portions of the sewer collection system, and the long-term financial forecast anticipates significant capital maintenance expenditures.

Watershed Protection, Restoration, and Remediation

The FY 2016-17 Adopted Budget includes \$1.5 million in all years of the five-year CIP to fund watershed protection and restoration projects. Priority will be given to projects that leverage other funding sources, demonstrate new technologies, and address multiple watershed health goals including water quality, hydrology, physical habitat, and biological communities. The CIP also includes ongoing funding for acquiring and protecting high-priority natural areas, completion of the Crystal Springs culvert replacement program, and restoration projects in each of the City's watersheds. Funding is continued for flood management and water quality improvements in Johnson Creek and for the identification, characterization, and possible cleanup of contaminated sediment sites in the Columbia Slough, pursuant to a consent order between the City and the Oregon Department of Environmental Quality (DEQ).

Water Quality Compliance

The FY 2016-17 Adopted Budget contains water quality compliance-related funding across a variety of bureau program areas, including Watershed Services, Pollution Prevention Services, and Engineering Services. Compliance with the City's National Pollutant Discharge Elimination System (NPDES) stormwater permit and the Municipal Separate Storm Sewer System (MS4) permit, along with the total maximum daily load (TMDL) regulations issued by the DEQ, requires the bureau to model as well as the evaluate citywide pollutant loads, stormwater runoff volumes, and the effectiveness of stormwater management program. The bureau must also comply with UIC regulations issued by DEQ for the City's 8,603 stormwater sumps. The bureau will also be engaged in renewal of the City's NPDES and MS4 permits during FY 2016-17.

Portland Harbor Superfund

The bureau represents the City's interests on the Portland Harbor Superfund site as a member of the Lower Willamette Group, funding and participating in the Portland Harbor Remedial Investigation and Feasibility Study. The bureau works with DEQ to identify and reduce sources of contamination conveyed to the Willamette River via stormwater outfalls. This information will be used in the Superfund process over the next several years to assess the City's potential liability for cleanup activities. The FY 2016-17 Adopted Budget includes \$4.2 million of funding related to the Portland Harbor Superfund.

The process has accelerated in the last year and the bureau is expecting a Record of Decision (ROD) to come from the U.S. Environmental Protection Agency (EPA) during FY 2016-17. Prior to and during the upcoming formal public comment process to get to a ROD, the bureau, as the lead for the City, will increase its efforts to reach out to and educate citizens and to prepare the Council to respond to a proposed plan.

Endangered Species Act (ESA) Requirements

The bureau continues to develop and implement a comprehensive watershed framework for the protection of 13 Endangered Species Act-listed salmon and steelhead species in Portland per the requirements of the Endangered Species Act. In addition, the bureau is implementing the July 2013 federal recovery plan issued by the National Marine Fisheries Services. A number of the recovery plan requirements are necessary for the bureau's compliance with permits under the Clean Water Act.

Summary of Budget Decisions

The FY 2016-17 Adopted Budget was developed with direction to submit a budget resulting in a combined (Water and Sewer/Stormwater) utility rate increase of 5.0% or lower. The discrete changes below and other changes to programs reflect a sewer and stormwater utility rate increase of 3.25%. The seven decision packages below represent an increase of \$2,423,016 and the addition of 14 positions, including 12.1 positions in the operating programs and 1.9 positions in the CIP program.

Budget Additions

Condition Assessment

The Adopted Budget includes a number of decisions representing an increased focus on condition assessment to better understand risks and prioritize investments. These include:

- ◆ \$100,000 to retrofit private property within Stephens Creek, implementing pilot projects of the Stevens Creek Stormwater System Plan.
- ◆ \$106,518 for an Environmental Specialist to develop business practices for managing stormwater asset data and provide coordination across work groups.
- ◆ \$20,000 for the purchase of a portable flow meter to monitor and analyze water use and perform condition assessment.
- ◆ \$135,000 for condition assessment for the digester gas piping system at Columbia Boulevard Wastewater Treatment Plant (CBWTP). This will allow for evaluation of the system to determine if repairs are required and assist in determining the remaining useful life of the piping.
- ◆ \$50,000 for condition assessment for CBWTP and the Tryon Creek Wastewater Treatment Plant (TCWTP) outfalls. The outfall pipes are critical assets located underwater and require regular inspections.
- ◆ \$207,576 for a Maintenance Planner and a Senior Engineering Associate to develop, implement, and sustain an ongoing formal condition assessment program for the treatment plants and pump stations.

Strategic Planning Initiatives

The Adopted Budget includes a number of items associated with strategic initiatives, including:

- ◆ Reduction of \$100,000 in payments to the Lower Willamette Group within the Portland Harbor Program. This reduction assumes that Portland Harbor Record of Decision will be issued in FY 2016-17. The reduction is offset by an increase of \$100,000 for Portland Harbor communications support for a public engagement process and coordination with the City Council and other city bureaus.
- ◆ Conversion of a limited term Senior Program Manager (\$116,100) to a regular position. Miscellaneous Services were reduced to fund this position within the Portland Harbor Program. The position will plan, organize, and manage Portland Harbor work and the bureaus response and work related to the remediation plan. This position is also coordinating internal and external communications and managing the public engagement process.
- ◆ Conversion of a contract employee to a full time Civil Engineer position for capital planning and asset management. This position is funded with \$67,494 in savings from the contract and the balance of \$67,494 within the CIP program.
- ◆ Professional contract support for upcoming programming needs for the Stormwater System Plan totaling (\$100,000).
- ◆ A Principal Business Systems Analyst (\$125,034) responsible for organizing and implementing a bureau-wide data management strategy. This is a first, critical component of a longer-term bureau effort to better utilize data to aid planning efforts, operational efficiency and decision-making.

Regulatory and Permit Compliance

To address the bureau's responsibilities regarding regulatory and permit compliance, the following items have been included in the Adopted Budget:

- ◆ \$119,742 for a Water Resources Program Manager to perform permit management for both wastewater treatment plants due to the increased level and complexity of permit compliance management coupled with a rapidly changing regulatory environment.
- ◆ \$40,000 for reporting on mandatory contaminant sampling in the Columbia Slough Watershed to address a regulatory requirement supporting City compliance with required clean-up actions for contaminated sediments in the slough.
- ◆ \$100,000 for the Private Property Retrofit Program in the Columbia Slough to control sources of pollution conveyed from private properties to the slough through City stormwater pipes.
- ◆ \$96,748 for a new NPDES permit. Funding will provide for sampling and studies associated with a new Tryon Creek Wastewater Treatment Plant permit.

Support for Continued Level of Service

As the bureau grows the City's sewer and stormwater infrastructure and as the existing infrastructure ages, additional efforts are needed to maintain the current level of service. The following items have been included to address these issues:

- ◆ \$44,720 for Water Pollution Control Lab (WPCL) facility maintenance. The WPCL systems and equipment are 19 years old and require increased maintenance service levels and equipment repairs.
- ◆ \$71,532 for an Engineering Technician I for increased project workload within the Coordinated Site Analysis section that performs an array of services related to monitoring, cleanup, and management of contaminated and hazardous waste.
- ◆ \$6,312 for two Environmental Technician Is and one Environmental Technician II. Regular employee costs total \$233,472 and are offset by a reduction in seasonal position funding of \$227,160. These positions respond to the requirements of the tree permit and to meet year-round ongoing responsibilities related to tree planting, data collection and analysis, and quality control monitoring.
- ◆ \$198,000 for additional treatment plant maintenance to allow for timely and required mechanical, electrical, and instrumentation maintenance on existing treatment plant assets to sufficiently meet levels of service.
- ◆ \$228,000 reduction to fleet replacements regarding renewable clean natural gas. The current replacement schedule includes additional funding to convert some of the scheduled vehicle replacements to biofuel. The bureau has determined conversions can be held back during FY 2016-17.
- ◆ \$96,852 for a Wastewater Operations Specialist for increased workload resulting from necessary additions of equipment and systems at both treatment plants and coordination of plant operations while CIP work is being performed.
- ◆ \$94,800 for Windows tablet mobilization to increase the use of mobile devices to improve operational efficiency for staff who spend significant time away from a hard-wired workstations.
- ◆ \$70,000 for the purchase of mobile licenses and hardware regarding Hansen asset management system. Inspection and maintenance data is currently collected in the field on paper.
- ◆ \$0 to convert a Limited Term Senior Administrative Specialist to a regular position. This position will continue to ensure that ratepayers are billed fairly and correctly for stormwater management based on measured impervious area and that the data is accurately and reliably assembled.

Capital Programs and Support

The following items are included in the Adopted Budget for capital programs and the support of those programs.

- ◆ \$134,946 for a Civil Engineer for Wastewater Treatment Engineering Design. The number of capital repair and maintenance projects has increased significantly at the wastewater treatment plants in recent years as condition assessments have discovered needed repairs, and on-going engineering staffing support is needed to design projects. This position is funded within the CIP program.
- ◆ \$0 for a Material Testing Technician II to support the implementation of capital projects. This converts one of the currently contracted positions to a full-time City employee in order to be more consistent with commitments made to the union in collective bargaining. The cost of this position (\$90,408) is funded by reductions in contract resources.
- ◆ \$0 for a Civil Engineer for hydraulic modeling. This request converts a contracted position to a City employee. In-house expertise is required to develop sanitary and combined sewer system plan updates, and to implement CIP projects to meet permit requirements and key performance measures. The cost of this position (\$134,970) is funded by reductions in contract resources. 40% of this position will be funded within the CIP program.
- ◆ \$500,000 for the Private Property Retrofit Program in combined basins. Addressing stormwater needs on private property may result in avoided costs of comparably more expensive expansions to the City-owned stormwater system. This request is based on system monitoring and the Public Facilities Plan.

OMF Interagency Balancing

The following two facilities-related items are included in the FY 2016-17 Adopted Budget:

- ◆ \$316,868 for BES's allocated costs for moving the data center out of the Portland Building as part of the reconstruction. The full, three-year cost to Environmental Services is expected to be \$1.5 million.
- ◆ \$19,231 for the Portland Building daycare center tenant improvements at a new permanent location.

Capital Summary

CIP Highlights

Environmental Services estimates the replacement value of the bureau's assets at over \$13 billion; with over \$7 billion of that in the nearly 2,000 mile sanitary and combined sewer pipe system. While pipe is assumed to have a 100-year life, a significant amount of pipe is approaching or has passed that point. Consequently, the majority of the five-year CIP is in the Maintenance and Reliability (M&R) program (54%). It is anticipated that maintenance and reliability will require a sizable investment on an ongoing basis well into the future. The use of video technology allows the bureau to focus the rehab program on pipes that are in the worst condition. Also in the M&R program are a series of projects designed to address the risk of basement sewer backups.

The Sewage Treatment program is 33% of the five-year CIP. This is an increase from last year's five-year plan. A significant amount of work is getting underway at both treatment plants to address both operational issues and long term capacity issues, partially in anticipation of new permit requirements. Two projects are proposed at the Columbia Boulevard plant that provide unique business opportunities: a project to convert the remaining digester gas to fuel and a project to receive commercial food waste to be processed in the digesters. Major renovations of some of the 100 pump stations are also budgeted in this program area. Unlike pipe, mechanical systems require reinvestment on a more regular cycle, generally every 25 to 50 years.

The remainder of the CIP is in Surface Water Management (10%) and in Systems Development (3%). The Surface Water Management program continues to address high priority regulatory-driven projects that meet multiple watershed health objectives. A number of projects focus on reducing pollutants in stormwater from entering streams and rivers.

Major Issues

Environmental Services has a regular inspection program to determine pipe condition. The bureau uses capital projects and operational activities to rehabilitate or replace failing pipe. Much of the collection system pipe in the City's older neighborhoods is more than 100 years old. The March 2012 system plan identified an estimated \$123 million in priority pipe maintenance needs. Updated inspections have identified approximately double that amount to be addressed in the near-term.

The Sewage Treatment program maintains and upgrades the two wastewater treatment plants and nearly 100 pump stations located throughout the collection system. As noted above, the Tryon Creek Wastewater Treatment Plant is scheduled for significant investment over the next five years. Nearly \$60 million in improvements is scheduled over the next ten years. Improvements will replace obsolete facilities, increase efficiency of the overall plant processes, and prepare the plant for meeting anticipated permit requirements. Operations at the Columbia Boulevard plant continue to be adjusted due to changes in the influent resulting from the combined sewer overflow (CSO) tunnel system. A new project to modify the headworks is proposed. Expansion to secondary treatment, a long anticipated project, is moving into the first year of the CIP.

Changes from Prior Year

In comparing this proposed five-year CIP to last year's 2016-2020 CIP, the four common years (2017-2020) have increased \$4 million or 2.5%. The increase can be attributed to a combination of minor shifts in project schedules and project priorities and a 2.1% escalation factor for future projects. While all projects in the five-year CIP are in FY 2016-17 dollars, escalation assumptions are incorporated into the five-year financial forecast.

Maintenance and Reliability

Proposed spending in this program is lower than anticipated in the prior year CIP, primarily due to lagging construction schedules in the pipe rehabilitation and capacity projects and the need to prioritize several major projects in the Sewage Treatment program.

Sewage Treatment System

Proposed spending in this program is higher than anticipated in the prior year CIP, primarily due to the proposed biogas reuse project at Columbia Boulevard Wastewater Treatment Plant and cash flow for major projects at both treatment plants. The majority of construction for the biogas project has been shifted to FY 2017-18 as more due diligence is required regarding accessing energy markets and for further analysis of the feasibility of utilization of food waste.

Surface Water Management

Proposed spending in this program is lower than anticipated as compared to the prior year CIP, primarily due to prioritized demands in Maintenance and Reliability and Sewage Treatment.

Systems Development

Proposed spending in this program is lower than anticipated in the prior year CIP due to reduced demand.

Council Goals and Priorities

Over the past few years, citizens and neighborhood committees have been more involved in the planning and development of the bureau's capital projects. This involvement has included interest in specific construction projects such as the stream restoration work and sewer replacement projects. Public involvement has also come in the forums of policy advisory groups for work elements like the update to the Portland Watershed Management Plan. In addition, there are a number of standing committees including the Stormwater Advisory Committee, the Watershed Science Advisory Committee, the Columbia Boulevard Wastewater Treatment Plant Citizens Advisory Committee, and the newly convened Portland Utility Board. In 2006, the bureau convened a citizen task group to review the CIP project selection criteria and CIP development strategy. This task group recommended that the bureau focus on reducing maintenance and reliability backlogs, addressing serious sewer back up problems, and advancing best management practices that have the potential to avoid future regulatory mandates.

Criteria

The CIP development strategy is consistent with the City's goal to improve water quality and the overall well-being of its citizens. It is focused on strategic and comprehensive program delivery and environmental protection and restoration within a prescribed regulatory framework. Priority is given to those projects mandated by federal and state laws and those projects that address City Council goals and objectives.

Capital Planning and Budgeting

Capital Planning Process

The CIP is developed using a multi-step process to identify, develop, review, score, and rank projects for funding and scheduling priority. This process ensures that the core needs of the sewer, drainage, and surface water systems and the community they serve are appropriately funded and scheduled. A cross-bureau stakeholder review team investigates, scores, and ranks all CIP projects in accordance with identified CIP criteria. CIP weighted criteria, scoring instructions, scheduling guidelines, estimating procedures, and project request forms are used to ensure each project is developed, reviewed, and scored based on detailed and consistent information. A CIP development strategy guides project selection and scheduling.

Projects are reviewed by managers in finance, program areas, operations, and engineering to ensure financial resources are expended effectively and appropriately. The CIP management team evaluates all the information from the process, meets with selected bureau project and program managers to refine cost and schedule data, and submits a recommendation to the bureau director. The bureau director reviews the findings and approves the CIP plan.

City Comprehensive Plan

The City's Comprehensive Plan guides future development through a set of goals and policies across a broad range of urban issues. One of those policy areas is public facilities and services which provides guidance on how the City spends money to maintain and construct physical facilities and public services necessary to support the approved land use patterns. The sanitary and stormwater facilities goal and policies in the 1980 Comprehensive Plan state that facilities be provided in an efficient and adequate manner to support the needs of the public while also meeting federal, state, and local clean water requirements. Specific policies address preventative maintenance, control of combined sewer overflows, sewer connection priorities, operation of treatment plants, master planning for stormwater management, and the limit of impervious surfaces. The Comprehensive Plan Update, when compared to the 1980 Plan, contains more goals and policies related to the infrastructure for which Environmental Services has responsibility. These are found in Chapters 7 (Environment and Watershed) and 8 (Public Facilities). The CIP reflects a commitment to improving the water quality in Portland and to meeting the Comprehensive Plan.

The Maintenance and Reliability program continues to repair and replace segments of the system in order to protect the City's infrastructure investment for current and future system users. Reliability is critical to effective service and protection of public health and the environment. Increased application of internationally accepted utility asset management principles has focused the bureau's attention on assets with the highest risk and highest likelihood of failure.

The Systems Development program is intended to support the implementation of the 2040 Plan. Using asset management principles, the bureau has identified neighborhoods where sewer service is unavailable and where the existing on-site disposal facilities are at risk of failure.

In the last few years, the bureau has built multi-objective systems to address stormwater management, enhance fish and wildlife habitat, and create recreational benefits to the surrounding waters. Historically, drainage systems were constructed only to address flooding and standing water problems. Now, stormwater management projects are developed in a manner that integrates watershed health and system infrastructure needs. This multi-objective approach is incorporated into CIP projects.

Management Direction

In 2011, the bureau updated its strategic plan, incorporating an increased emphasis on asset management principles. The CIP development strategy is built on the bureau's strategic plan, input from the 2006 Citizen Task Group, updates to the systems plan, and the regulatory framework. The CIP is shaped by strategic directives and the regulatory environment. It stresses the need for comprehensive, multi-objective solutions and reflects the objectives of River Renaissance, the Comprehensive Plan, and the Portland Watershed Management Plan.

Bureau of Environmental Services

Public Utilities Service Area

Financial Forecast Overview

The five-year financial forecast presents the bureau's revenue and expenditure plan for the operation, maintenance, expansion, and reconstruction of the City's sanitary sewer and stormwater systems. The operations, maintenance, and capital construction programs represented in the plan must provide for operation of the system in a safe, sound, and efficient manner as well as compliance with all applicable health, safety, and environmental laws, regulatory body rules, regulatory body orders, and court orders. Revenues from rates and other sources must be sufficient to fund the necessary operation and capital programs. Based on the most recent update of the financial forecast, the bureau forecasts annual rate increases of 3.25% for the next five years. These increases are a combination of factors including inflationary increases, changes to operational costs to meet customer needs, and CIP growth in annual debt service costs resulting from the CIP. Rate increases are partially offset by transfers from the Sewer System Rate Stabilization Fund and increases in non-rate revenues.

Asset Management and Replacement Plan

For the 2014 Citywide Assets Report, the bureau reported an annual funding gap of \$12.4 million. The 2015 gap is anticipated to be nearly double, at \$21 million, primarily as a result of additional condition assessment identifying system needs greater than can be currently addressed in the financial plan. The 2015 gap includes rehabilitation and capacity needs in four major systems: combined sewers, sanitary sewers, stormwater conveyance and water quality facilities, and wastewater treatment systems. The estimated gap is based on the following assumptions and analysis:

- ◆ Projects with positive cost-benefit ratios in the Combined and Sanitary Sewer Collection System Plan that are not included in the financial plan are identified as gaps.
- ◆ Condition assessment trends indicate that combined and sanitary sewers as well as wastewater treatment system assets are aging and coming to the end of useful lifecycles at a faster rate than the current repair and rehabilitation programs budgeted in the financial plan are able to replace or repair them.
- ◆ The extent of stormwater system needs is being identified through the Stormwater System Plan. The current estimated gap is based on broad assumptions from the Stephens Creek pilot for both rehabilitation and capacity needs as well as ongoing analysis of capacity constraints and stormwater system availability in the BES service area. Approximately 70 percent of the stormwater system is in an unknown condition.
- ◆ BES is undertaking a BES Resiliency Plan to identify infrastructure vulnerabilities to major risks such as earthquakes and climate change. The results of this project are expected to identify additional CIP project priorities in future years, which may contribute to further growth in the identified funding gap.

Public Facilities Plan Overview

In August 2015, the Bureau of Planning and Sustainability released the Recommended Draft of the Citywide Systems Plan (CSP). Chapter 6 of this document is the Bureau of Environmental Services section of the State-mandated Public Facilities Plan. Chapter 6 of the CSP summarizes key elements of more detailed facility and systems planning documents for the two wastewater treatment plants and the combined and sanitary sewer system plan. The stormwater system plan is in early development. An update to the pump station

plan is also needed, but not underway. Capital project planning includes an analysis of the capacity of the existing system as compared to the densities in the Comprehensive Plan. Capacity is determined from hydraulic analysis and a review of existing structural conditions. The CSP addresses significant or major facilities for the bureau's four types of infrastructure systems:

- ◆ The combined sewer system includes the network of pipelines and pump stations that collect and convey combined stormwater and wastewater;
- ◆ The sanitary sewer system includes the network of pipelines and pump stations that collect and convey wastewater;
- ◆ The stormwater system includes the swales, ponds, channels, creeks, sloughs, ditches, culverts, sumps, and pipe systems that convey and treat stormwater runoff from the land; and
- ◆ The wastewater treatment system includes two secondary wastewater treatment plants: the Columbia Boulevard and the Tryon Creek Wastewater Treatment Plants.

The CSP incorporates an integrated watershed approach to assess facility needs. In this approach, an entire watershed is analyzed as a unit to identify interrelated problems and coordinate all plans, activities, and programs. This avoids solving a problem in one area while creating another problem elsewhere. It also optimizes limited funds to solve multiple problems with a single integrated solution. There are four major watersheds within the City of Portland: the Willamette River, Fanno and Tryon Creeks, Johnson Creek, and Columbia Slough/Columbia River.

Capital Programs and Projects

Capital Program Descriptions

The Capital Improvement Program is divided into four program areas: Maintenance and Reliability, Sewage Treatment Systems, Surface Water Management, and Systems Development.

Maintenance and Reliability

Projects in this program area address major maintenance requirements of the sewerage collection system including collector sewers, trunk sewers, and interceptor sewers. The City's sewerage collection and conveyance system includes over 2,500 miles of sanitary and combined sewers ranging in diameter from four inches to 20 feet and over 450 miles of stormwater pipes. Much of the sewer pipe system in the City's older neighborhoods is more than 100 years old. In some areas of the City, recurrent basement flooding is a major problem creating health and environmental hazards as well as property damage. Funding in this program area is focused on rehabilitation or reconstruction of the most structurally deficient portions of the collection system and upsizing pipe or installing surface stormwater management to address hydraulic deficiencies.

Sewage Treatment Systems

This program funds projects located at the treatment plants as well as maintenance and repair or rehabilitation of the nearly 100 active pump stations and associated force mains located system wide. Both treatment plants operate within the framework of the Federal Clean Water Act. Specific requirements for removal of pollutants from wastewater before the treated effluent is discharged into the Columbia or Willamette Rivers are contained in the National Pollution Discharge Elimination System permit for each plant. High priority is given to projects that provide operating efficiency, reliability, and longevity of the facilities. Other projects address operational needs and condition of assets.

Surface Water Management

The primary objective of this program is to protect the quality of surface and ground waters by addressing watershed health and public safety concerns associated with flooding, stream erosion, and urban pollution. Projects proposed under this program include construction of various types of water quality facilities (ponds, swales, greenstreets), sump retrofits, natural area and drainage protection, and stream restoration including culvert replacement. Projects are located in the Columbia Slough, Fanno Creek, Johnson Creek, Tryon Creek, and along other tributaries and the main stem of the Willamette River. Projects are developed to meet the provisions of the Watershed Management Plan adopted by City Council in 2005 and updated in 2012. The Watershed Management Plan promotes techniques that incorporate natural systems into the built environment. This program is also guided by the Endangered Species Act Resolution adopted in 1998, the Clean River Plan finalized in 2000, and the River Renaissance Vision adopted in 2001. This program implements projects for the City's Stormwater Management Plan, required by the Municipal Separate Storm Sewer System (MS4) Discharge Permit.

Systems Development

The primary focus of this program area is to expand the city's sewer collection system in support of the implementation of the 2040 Plan. This program carries out the bureau's commitment to provide an efficient sewerage system to residents and businesses within our service area, to support new development, and to protect public health and the environment.

Funding Sources

Planned CIP outlays total \$561 million (excluding inflation) over the five-year forecast interval FY 2016-17 through FY 2020-21. The majority of resources to fund CIP outlays come from bond proceeds and transfers from the sewer operating fund. A brief description of the resources needed to finance this requirement follows:

- ◆ **Fees, Charges, and Permits.** This source of funding includes an estimate of reimbursements for engineering, administration, and construction management services charged to local improvement districts and for permit sewer construction. Also included are anticipated revenues from construction and/or engineering services for projects initiated by other local government agencies such as the Portland Bureau of Transportation and the Port of Portland.
- ◆ **Line and Branch Charges.** Charges in lieu of assessment will be used to support CIP outlays. Line and branch charges are received cash and in the form of proceeds from special assessment bonds issued for property owners who elect to finance line and branch charges. Total revenues from these charges are projected to be approximately \$8.5 million over the five-year forecast.
- ◆ **Cash Transfers from the Sewer System Operating Fund.** Current sewer system net income from service fees and charges will also be used to fund CIP outlays. The availability of current income to fund CIP expenditures mostly results from meeting debt service coverage requirements on outstanding bonds. For planning purposes, the bureau maintains coverage ratios of at least 1.50 on first lien debt, 1.30 on combined first and second lien debt, and an ongoing reserve of 10% of operating expenses for unforeseen financial needs. After making debt service payments, amounts in excess of those required for the 10% operating reserve are available to fund capital improvements. Cash transfers from the Operating Fund to the Construction Fund are projected to total \$127.7 million over the five-year forecast interval.
- ◆ **Bond Proceeds.** Based on current planning assumptions, the bureau's five-year CIP request anticipates \$550 million (nominal dollars) in additional borrowings over the next five fiscal years. Debt service requirements for future bond sales have been calculated assuming level debt service. Interim short-term financing may be used in lieu of or in combination with long-term financings. The forecast assumes an average annualized coupon rate of 6.5% for the bonds sold in FY 2016-17, FY 2018-19, and FY 2020-21, with the bureau's planning standard debt service coverage ratios of 1.50 and 1.30, as mentioned previously.

Major Projects**Maintenance and Reliability**

- ◆ **Pipe Rehabilitation Projects:** This suite of projects addresses failed pipe and pipes with the highest risk of failure. Nearly one-third of the pipe system is over 80 years old. These projects are focused on reducing risk from failed or failing pipes.
- ◆ **Capacity Projects:** This suite of projects is necessary to relieve risk of sewer backup and street flooding in various basins using a combination of pipe upsizing and stormwater infiltration facilities. Projects also rehabilitate pipe in very poor condition. Priority is given to projects with the highest net benefit-to-cost ratio. Each year, more greenstreet facilities are added to the inventory, creating increased pressure on the operating budget for ongoing maintenance.

Sewage Treatment Systems

- ◆ **Pump Station Improvement Program:** This is an ongoing program to refurbish and upgrade pump stations to meet current codes, operate more reliably, upgrade facilities to meet increased demand, and replace outdated equipment.
- ◆ **Treatment Facilities - Rehabilitation and Modification:** Both the CBWTP and TCWTP are major capital assets that require ongoing investment for repair, rehabilitation, and maintenance work to protect the capital investment and enhance system reliability. This program is key to preventing violations of the City's NPDES permit.
- ◆ **CBWTP Projects:**
 - ❖ **Lagoon Reconstruction:** To provide for better management of solids, this project will construct additional dikes in the existing lagoon to create more separation.
 - ❖ **Secondary Treatment Expansion:** Expansion of secondary treatment capacity is required for effective plant operation and to meet permit requirements.
 - ❖ **Headworks Improvement, Piping Upgrades, Dewatering Improvements:** These three projects will improve operational reliability at the plant.
 - ❖ **Biogas Utilization and Organic Waste Receiving:** These two projects convert waste products to beneficial reuse. Both are estimated to pay back the capital investment through future operational savings.
- ◆ **TCWTP Headworks Improvements:** These are recommended upgrades from the draft Facilities Plan to meet future demand and continue to meet permit requirements. The improvements are jointly funded with Lake Oswego.

Surface Water Management

- ◆ **Johnson Creek Restoration Program:** This program is implementing the recommendations of the Johnson Creek Restoration Plan (2001). The plan identifies a number of projects to mitigate flooding, improve water quality, and improve fish and wildlife habitat.
- ◆ **Columbia Slough projects:** This primary focus of the current suite of projects is to address the Remedial Action Record of Decision from the State Department of Environmental Quality. In 2010, DEQ and BES entered into an Inter-Governmental Agreement under the Voluntary Cleanup Program to control pollutant sources discharged to the slough through City stormwater compliance.
- ◆ **Fanno/Tryon projects:** This group of projects implements the recommendations of the Fanno/Tryon Watershed Plan and the objectives of the TMDL.
- ◆ **Land Acquisition:** This multi-year program targets high priority parcels for habitat and watershed health. Funding often leverages that of other partners such as Metro and Portland Parks & Recreation.
- ◆ **Watershed Investment Fund:** This program funds innovative watershed enhancements. Priority is given to projects that leverage other funding sources, demonstrate new technologies, and address multiple watershed health goals.
- ◆ **Stephens Creek Improvements:** This series of projects was recommended in the stormwater systems plan pilot study for this sub-watershed.

Systems Development Major Projects

- ◆ **Party Sewers:** This program addresses shared private sewer lines. Over several years, the program will provide property owners direct access to a municipal sewer line or ensure that appropriate easements have been acquired.
- ◆ **Terwilliger Sewer:** This project will extend sanitary sewers from Terwilliger and Powers Court to Highway 46 to address a failing private pump station and to serve new customers currently using on-site disposal systems.

Net Operating and Maintenance Costs

Each project includes estimated operating and maintenance costs or savings to be included in the operating budget once the facility comes on line. The operating and maintenance estimates for costs or savings were prepared by the Wastewater Group. The basis for the estimates depends upon the type of expected impact. The four major components for treatment plant operating and maintenance are labor, energy, chemicals, and materials. Energy and chemicals are more easily predicted. The equipment projected for installation has design parameters that more clearly dictate the resource demands. If there is a direct labor application which will have changed as a result of a project, that estimate would be accurate. However, labor and material costs are more commonly based on experienced estimates with similar projects and facilities from either the City of Portland or others.

It is important to note that operating budgets have not kept pace with the growing inventory of surface stormwater management facilities. While life cycle costs have been determined to be lower and watershed health benefits are higher for surface stormwater management as compared to pipe systems, it can be much more challenging to fund the maintenance (operating budget) costs of the surface facilities.

The planned project to capture the remaining waste biogas at Columbia Boulevard Wastewater Treatment Plant is designed to produce a positive revenue stream in the future after completion.

Administration & Support

Description

Administration & Support program manages the Bureau of Environmental Services, coordinates the activities of the bureau's five service provider groups, and ensures timely and appropriate response to the public, ratepayers, and regulatory agencies. Coordination includes overseeing the development of the bureau's budget and managing review of programs, projects, and services offered by the bureau. The program provides supervision of the following specific service areas:

- ◆ Public Information and Community Outreach and Involvement provides public information, communication planning, public involvement, environmental education, and internal communication services required to meet several state and federal requirements.
- ◆ Environmental Policy is responsible for developing environmental policies, rules and codes, and coordinating that work within the bureau and with other city bureaus, interest groups, and federal, state, and local agencies involved in environmental planning and implementation affecting the City.
- ◆ Employee Development includes identifying training needs and solutions for managers and employees, coordinating internal and external education and training, and maintaining the bureau's database of employee training and development activities.
- ◆ Finance includes budget development, accounting, financial planning and forecasting, debt management, rate development, project tracking and year-end financial reporting, wholesale service contract development and administration, management of the Clean River Rewards stormwater discount program, and administration of the Nonconforming Sewer Conversion program.
- ◆ Bureau Support includes the Administrative Services program providing human resources administration, facility and property management and fleet and telecommunications coordination. Bureau Support also encompasses Contract Management, the Bureau's Contracting Opportunities Program and Grant Management. Risk Services, included in this program, provides loss prevention, safety program and training, and oversees the Owner Controlled Insurance Programs (OCIP).
- ◆ Information Management activities include administering the bureau's data management software, strategizing data-based solutions, and implementing new data and software projects.

Goals

The Administration & Support program supports the following City goal of protecting the natural and built environment through the following activities:

- ◆ Public Information and Community Outreach and Involvement provides information and public involvement opportunities regarding bureau policies, programs, and projects to city residents and ratepayers through print and electronic public information, community education, and a variety of community outreach activities, including meetings, tours, and stewardship activities.
- ◆ Environmental Policy works with legislation and regulations that protect the environment.

- ◆ Bureau Support, Employee Development, and Finance perform business processes, helping to enhance employee skills, acquire the equipment, and secure financing for bureau operating programs and capital construction.
- ◆ Information Management develops and maintains the data to support the bureau's asset management efforts.

Performance

The bureau education programs reached 11,271 students in FY 2013-14. The goal for FY 2013-14 had been reduced to 6,000 students, as a result of the elimination of an environmental educator position; however the bureau bridged the staffing gap with temporary part-time staff reaching 11,271 students. For FY 2014-15, 8,895 students were reached, again, with temporary part-time position support. In FY 2015-16, with the educator position restored, the goal increased to 9,000 students, as there was a six month delay in hiring the educator. In FY 2016-17, the student goal is 11,000.

Changes to Services and Activities

Administrative Services program is adding one position in response to critical support needs for the bureau and converting a limited term position to regular.

Within the Information Management program, a Principal Business Analyst is added to be responsible for organizing and implementing a bureau-wide data management strategy.

Within the Finance Program (Revenue Program section) one limited term Senior Administrative Specialist is being converted to a regular position. This position ensures stormwater management billing is fair based on measured impervious area.

Within the Bureau Support program, there are several one-time costs including associated with the Portland Building reconstruction including BES's allocated costs for moving the data center out of the third floor of the Portland Building (\$316,868) and for the daycare center tenant improvements at a new permanent location (\$19,231).

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 69.90 | 59.60 | 72.00 | 64.25 | 64.25 |
| Expenditures | | | | | |
| Administration | 1,206,650 | 1,554,377 | 1,550,868 | 1,527,928 | 1,545,365 |
| Administration & Support | 3,905 | 3,037 | 0 | 0 | 0 |
| Bureau Support | 8,026,412 | 8,569,190 | 10,082,489 | 10,249,412 | 10,324,368 |
| Communications | 775,594 | 921,130 | 956,719 | 957,667 | 965,979 |
| Employee Development | 632,794 | 544,323 | 157,220 | 57,220 | 57,220 |
| Finance | 21,932,734 | 22,837,769 | 25,877,074 | 23,823,039 | 23,779,213 |
| Information Management | 5,200,573 | 5,532,632 | 5,669,317 | 5,998,300 | 5,998,300 |
| Total Expenditures | 37,778,662 | 39,962,458 | 44,293,687 | 42,613,566 | 42,670,445 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Average single family household bill as a percent of median income | 1.43% | 1.45% | 1.48% | 1.50% | 1.50% |

Bureau of Environmental Services

Public Utilities Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effectiveness | | | | | |
| Maintain the bureau's first lien debt service coverage ratio at 1.5 or greater | 1.95 | 2.22 | 2.29 | 2.41 | 2.41 |
| Maintain bureau's combined first and second lien debt service coverage ratio at 1.3 or greater | 1.30 | 1.31 | 1.30 | 1.30 | 1.30 |
| Efficiency | | | | | |
| Amount of time loss, in hours per employee, due to injury | 1.42 | 1.40 | 3.20 | 3.10 | 3.10 |
| Workload | | | | | |
| Number of student contacts provided with bureau education programs | 11,271 | 8,895 | 9,000 | 11,000 | 11,000 |

Engineering

Description

Engineering Services serves the community by managing the planning, design, and construction of public improvements necessary to protect public health and watersheds. Engineering Services provides analyses, design, construction management, technical standards, documentation of best management practices, protection and enhancement of the system, development review and permitting, CIP program and budget management, and implementation of programs to protect infrastructure. Engineering supports the City's Stormwater Manual and implements system plans and policies that protect water resources and stream integrity. Engineering Services is divided into seven divisions that include the following:

- ◆ Program Management & Controls develops the bureau's annual capital budget and five-year CIP, monitors the budget and program, and provides support functions for program delivery. Administrative Services manages Engineering Services' operations, operating budget, personnel, and contract services, and provides support to all group programs.
- ◆ Asset Systems Management provides short- and long-term engineering analyses and planning for combined, sanitary, and stormwater facilities and watersheds using an asset management framework. It is responsible for developing and leading improvement to the bureau's asset management program. It also manages the Combined Sewer Overflow (CSO) Program, which works with Wastewater Services to ensure the CSO and Capacity, Management, Operation, and Maintenance (CMOM) requirements of the City's NPDES waste discharge permit are met in a timely, cost effective, and functional manner.
- ◆ Design Services provides project management and engineering design services, and is responsible for ensuring each assigned project accomplishes its intended purpose on schedule, within budget, at best value, and in a manner consistent with City and bureau missions and values.
- ◆ Construction Services provides construction management and inspection services for bureau projects, development projects and projects managed by other City bureaus for assets that become part of the bureau's infrastructure.
- ◆ Materials Testing Lab provides quality control and quality assurance of materials used in the construction of bureau assets. This involves testing, inspection, and geotechnical services during construction, as well as evaluation of emerging technologies and products.
- ◆ Systems Development assists developers and other customers and supports City development goals by reviewing and approving plans, issuing permits and inspecting private stormwater facilities.

Goals

Engineering Services supports the City goal of protecting and enhancing the natural and built environment by preserving, protecting, and enhancing infrastructure. Engineering Services develops and improves wastewater and stormwater assets to preserve and enhance the value of the community's investment; aggressively controls sewer overflows and basement flooding; explores and evaluates innovative technologies and solutions; and integrates natural system concepts into design, construction, and maintenance of systems that retain or improve the current service level.

Bureau of Environmental Services

Public Utilities Service Area

Performance Construction management costs are forecasted to be 10% of total construction costs. More than 99% of pipe identified as highest priority for repair or replacement is incorporated into funded CIP or operating projects.

Changes to Services and Activities The Asset Management program is converting two contract employees to two full time Civil Engineer positions. One engineer is for capital planning and asset management and the second for hydraulic modeling.

For the Design Services program, one Civil Engineer is being added for Wastewater Treatment Engineering Design. The number of capital repair and maintenance projects has increased significantly at the two treatment plants in recent years as condition assessments have discovered needed repairs, and on-going engineering staffing support is needed to design projects.

The Materials Test Laboratory program is converting one of the currently contracted Material Testing Technician II positions to a full-time City employee to support the implementation of capital projects and to be more consistent with commitments made to the union in collective bargaining.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 170.38 | 190.05 | 169.92 | 199.03 | 199.03 |
| Expenditures | | | | | |
| Asset Systems Management | 28,690,221 | 8,422,634 | 3,124,621 | 3,216,097 | 3,139,580 |
| Capital Program Mgmt & Controls | 70,460,710 | 82,100,791 | 105,607,292 | 114,027,259 | 110,187,017 |
| Construction Services | 1,598,062 | 1,690,225 | 864,462 | 1,147,078 | 1,168,247 |
| Design | 1,726,969 | 1,957,386 | 1,183,570 | 924,179 | 924,179 |
| Downspout Disconnection | 110,027 | 107,753 | 0 | 0 | 0 |
| Engineering | 1,046,516 | 979,050 | 1,483,710 | 1,268,841 | 1,275,261 |
| Materials Test Lab | 1,318,230 | 949,349 | 1,615,263 | 1,587,226 | 1,587,226 |
| Stormwater Retrofit | 514,968 | 364,717 | 0 | 0 | 0 |
| Systems Development | 4,667,332 | 4,607,007 | 3,364,512 | 3,216,317 | 3,250,970 |
| Total Expenditures | 110,133,035 | 101,178,912 | 117,243,430 | 125,386,997 | 121,532,480 |

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effectiveness | | | | | |
| Percentage of pipe identified as highest priority for repair or replacement incorporated into funded Capital Improvement Plan or Op. proj. | 99% | 99% | 99% | 99% | 99% |
| Efficiency | | | | | |
| Construction management costs as a percentage of total construction costs | 9% | 10% | 10% | 10% | 10% |

Pollution Prevention

Description

Pollution Prevention Services includes two programs: Environmental Investigations and Environmental Compliance. This service area also includes the Portland Brownfield program.

- ◆ Environmental Investigations provides wastewater, stormwater, surface water, groundwater, industrial wastewater, gases, soils and sediment sampling and monitoring services. It provides a full-service environmental laboratory, conducts environmental site analysis as well as environmental project management. The group provides consultation, data analysis, and reporting for the bureau, other City bureaus, and outside agencies.
- ◆ Environmental Compliance manages the bureau's regulatory enforcement process including industrial pretreatment, stormwater, and other environmental regulations under the bureau's authority. This service area also ensures bureau compliance with state and federal regulatory obligations including permits governing wastewater collection and treatment, influences environmental policy and regulations developed by other entities, and manages the City's stormwater and groundwater permits under the Clean Water Act and the Safe Drinking Water Act.
- ◆ Portland Brownfield program, part of Environmental Compliance, provides assistance for assessment and cleanup of contaminated properties through use of federal brownfield grants, matching funds from public agencies, and investment by private sector partners. Program services address soil and water contaminants to protect human and watershed health. Brownfield program projects return contaminated sites to productive economic and community use through partnership with neighborhoods and businesses.

Goals

Pollution Prevention Services continues to support the City goal of protecting and enhancing the natural and built environment by increasing innovative pollution prevention strategies. Pollution Prevention Services achieves this goal by providing technical assistance to City staff and to industrial and commercial operators and homeowners to prevent pollution through effective permit management, installation and maintenance of best management practices, technical assistance and education, and establishing partnerships with individuals and organizations to control pollution at the source to prevent impacts to water quality and the City storm and sewer collection systems.

Performance

The following are performance highlights in the program:

- ◆ In FY 2015-16, 99.6% of industrial enforcement tests are projected to be in full compliance, on par with the performance of prior years. The goal for FY 2016-17 is to work with customers to maintain this level of performance.
- ◆ Site investigations and remediation will require an average expenditure of \$12,500 per site in FY 2015-16 and in FY 2016-17. Total costs per project range from around \$3,000 to \$100,000.
- ◆ It is projected that the Water Pollution Control Laboratory will perform 50,000 lab analyses in FY 2015-16 and is expected to perform 54,000 in FY 2016-17.

Bureau of Environmental Services

Public Utilities Service Area

- ◆ Sewer System Overflows (SSOs) in FY 2015-16 are estimated to be slightly above the target of 120. Effective operation and maintenance of the sewer system is key to minimizing the number of SSOs, which is necessary to protect human health and the environment and to meet permit compliance. The goal for FY 2016-17 remains at 120.
- ◆ Combined Sewer Overflows (CSOs) are estimated to remain at four during FY 2016-17. This estimate is consistent permit requirements.

Changes to Services and Activities

The Environmental Compliance program is adding a Water Resources Program Manager to be a science-technical lead for NPDES wastewater permit compliance oversight for both CBWTP and TCWTP. This position will ensure that permit required monitoring plans, assessments, and studies are appropriately developed and implemented in order to meet permit requirements and to provide the greatest asset to the City.

The Environmental Investigations program is adding one Engineering Technician I FTE in FY 2016-17. This position is critical to the reallocation of resources which will maximize efficiency within the Coordinated Site Analysis section. Workload for this section continues to increase, both within the bureau itself as well as other bureaus within the City.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 85.50 | 85.00 | 87.00 | 89.00 | 89.00 |
| Expenditures | | | | | |
| Env. Monitoring & Investigation | 2,069,921 | 2,031,444 | 2,506,438 | 2,494,350 | 2,500,950 |
| Environmental Compliance | 4,174,886 | 6,641,480 | 7,865,630 | 7,711,969 | 7,726,993 |
| Pollution Prevention | 340,708 | 363,372 | 400,835 | 495,584 | 495,584 |
| Source Control | 2,464,324 | 87,498 | 0 | 0 | 0 |
| Total Expenditures | 9,049,839 | 9,123,794 | 10,772,903 | 10,701,903 | 10,723,527 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Number of sanitary sewer overflows | 226 | 161 | 125 | 120 | 120 |
| Number of combined sewer overflow events | 4 | 4 | 4 | 4 | 4 |
| Effectiveness | | | | | |
| Percentage of industrial enforcement tests in full compliance | 99.6% | 99.6% | 99.6% | 99.8% | 99.8% |
| Efficiency | | | | | |
| Average resources spent in site investigations and cleanup, per site investigated or remediated | \$11,820 | \$12,047 | \$12,500 | \$12,500 | \$12,500 |
| Workload | | | | | |
| Number of lab analyses performed each year | 52,915 | 56,597 | 50,000 | 54,000 | 54,000 |

Portland Harbor

| | |
|---|--|
| Description | <p>The Portland Harbor Superfund program is managed through the Office of the Director and is budgeted in the Environmental Remediation Fund. The existence of the bureau's Superfund program is recognition by City Council that a strong City presence in the Superfund cleanup is critical. The bureau's Environmental Policy Manager oversees the Portland Harbor Superfund program and reports to the bureau director. The Environmental Policy Manager represents the City in the Lower Willamette Group (LWG), with the tribal governments and federal and state agencies, and coordinates with City Council on the progress of the work.</p> <p>The City is a member of the LWG, composed of private and public entities who have signed a formal Consent Order agreement with the Environmental Protection Agency (EPA) to fund a contaminated sediment investigation. The City is also a member of the River Mile 11E Group that is working under an EPA order to collect additional data at River Mile 11E.</p> |
| Goals | <p>The Superfund program supports the City goal of protecting and enhancing the natural and built environment by actively participating in the Superfund cleanup. City involvement will work to ensure that liability is fairly allocated among all responsible parties.</p> |
| Performance | <ul style="list-style-type: none"> ◆ In FY 2015-16 the focus of the project changed from investigation and analysis to preparing for EPA's decision on cleaning up the contamination, expected in FY 2016-17. ◆ Staff continue to participate as members of both LWG and River Mile 11E Groups to complete obligations under EPA orders. ◆ The program will continue to work with DEQ to review investigations of upland properties that could convey contaminants to the City's stormwater conveyance system and, ultimately, the river. |
| Changes to Services and Activities | <p>The program has a reduction of \$300,000 for investigation activities at River Mile 11E (RM11E) for design and construction of a project after a Record of Decision (ROD). The RM11E project is 80% funded by the Water and Transportation Bureaus. The current River Mile 11E project is expected to be completed in FY 2016-17.</p> <p>The program is converting a limited term Senior Program Manager to a regular position to provide long-term project management and public outreach support. An additional \$100,000 for professional, technical, expert services focusing on public involvement and outreach is included. The project is moving into a more visible and active phase, and the program will require resources to keep the community informed of city activities. Increases for the position and additional outreach resources have been offset by like reductions in contract resources and payments to the Lower Willamette Group.</p> |

Bureau of Environmental Services

Public Utilities Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 3.00 | 3.00 | 4.83 | 5.00 | 5.00 |
| Expenditures | | | | | |
| CERCLA (Superfund) | 290,123 | 734,484 | 1,794,608 | 1,177,265 | 1,177,265 |
| Portland Harbor | 3,521,983 | 2,319,267 | 2,502,140 | 2,739,379 | 2,739,379 |
| Total Expenditures | 3,812,106 | 3,053,751 | 4,296,748 | 3,916,644 | 3,916,644 |

Wastewater

| | |
|--------------------|--|
| Description | <p>Wastewater Services protects public health, water quality, and the environment by effectively administering, operating, and maintaining wastewater and stormwater collection, pumping, and treatment systems, as well as natural areas. This is achieved in a manner that assures compliance with all applicable permits, regulations, and contracts. In addition to two wastewater treatment plants, the system includes 88 active pumping stations, 11 step systems, 3,015 miles of pipeline, 670 miles of lateral, 40,468 manholes, 8,603 stormwater sumps, 498,299 linear feet of ditches, 58,125 stormwater inlets and catch basins, 329 trash racks, 152 manufactured stormwater facilities, and 1,783 greenstreets. Additional services provided by Wastewater Services include biosolids reuse, residuals management, odor control, methane utilization, facilities management, and emergency management and response.</p> <p>Inspection, cleaning, maintenance, and repair for most sewer and stormwater collection facilities as well as collection system customer response and utility locating services are provided through an interagency agreement with the Portland Bureau of Transportation Maintenance Operations (PBOT-MO) Environmental Services Division.</p> <p>This program also manages services that support the operation, maintenance, and engineering needs of wastewater infrastructure. These services include administrative support, asset management system administration, reporting and analysis, inventory management, and procurement services.</p> |
| Goals | <p>Wastewater Services supports the bureau and City goal of operating infrastructure in a way that meets regulatory requirements and protecting, rehabilitating, and maintaining existing assets for long-term reliability.</p> |
| Performance | <p>The treatment process at each of the two treatment plants continues to achieve removal of 95.6% of total suspended solids and biochemical oxygen demand from the wastewater compared with the 85% regulatory performance required in the National Pollutant Discharge Elimination System (NPDES) permits. Wastewater Services plans to sustain this level of performance in FY 2016-17.</p> <p>Collection and treatment facilities delivered and processed 27.6 billion gallons of wastewater during FY 2014-15, a slight decrease from the previous year. Factors affecting total volume include the degree of water conservation by customers, how much stormwater and groundwater was kept out of the system, the volume of captured Combined System Overflow (CSO), and rainfall in the service area. It is expected that wastewater conveyed and treated will total approximately 28.5 billion gallons in FY 2015-16.</p> <p>The operating and maintenance cost of wastewater treatment was approximately \$681 per million gallons treated for FY 2014-15, driven up by lower-than-expected flows. This is projected to decrease in FY 2015-16 to about \$655 per million gallons treated. The goal for FY 2016-17 is \$715 per million gallons treated.</p> <p>In an effort to continue to preserve system capacity and prevent sanitary sewer overflows in the collection system, over 800,000 feet of sewers were inspected and over 1.8 million feet cleaned, totaling over 2.8 million feet that was inspected and cleaned in FY 2014-15. This is projected to remain approximately the same in FY 2015-16 and FY 2016-17.</p> |

Bureau of Environmental Services

Public Utilities Service Area

Changes to Services and Activities

There are no reorganizations, changes to resources for special efforts and cross-group collaborations, or major changes to the base budget.

Within the Treatment program, a Maintenance Planner and a Senior Engineering Associate are added to develop, implement, and sustain an ongoing formal condition assessment program for the treatment plants and pump stations. A Wastewater Operations Specialist is added for increased workload resulting from necessary additions of equipment and systems at both treatment plants and coordination of plant operations while CIP work is being performed. Additional treatment plant maintenance resources of \$198,000 will allow for timely and required mechanical, electrical, and instrumentation maintenance on existing treatment plant assets to sufficiently meet levels of service.

Minor adjustments within the Wastewater Services base budget include -\$589,696 of external materials and services adjustments. Most significantly is a reduction of \$728,000 from the biosolids land application and transportation activities. The current savings is from a planned 25% reduction in hauling due to the lagoon reconstruction project. Increases include \$303,000 for in-house rehabilitation of the cogeneration engines. Additional net reductions include contract services for a Botanic Specialist II position received in a FY 2015-16 fall budget request.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 135.00 | 128.95 | 142.00 | 135.13 | 135.13 |
| Expenditures | | | | | |
| Collection System | 29,022,409 | 27,716,188 | 31,982,333 | 34,029,188 | 34,029,188 |
| Maintenance | 0 | 0 | 0 | 207,576 | 207,576 |
| Treatment | 17,544,192 | 18,869,619 | 19,225,216 | 20,114,062 | 20,150,077 |
| Wastewater | 910,935 | 962,471 | 1,089,110 | 1,063,389 | 1,088,128 |
| Total Expenditures | 47,477,536 | 47,548,278 | 52,296,659 | 55,414,215 | 55,474,969 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of urgent public health and safety related service requests responded to within two-hour timeframe | 98% | 94% | 90% | 90% | 90% |
| Effectiveness | | | | | |
| Percentage of biochemical oxygen demand removed | 96.6% | 95.8% | 85.0% | 85.0% | 85.0% |
| Number of flooding events | 104 | 45 | 100 | 100 | 100 |
| Efficiency | | | | | |
| Cost to operate and maintain the treatment plants per million gallons treated | \$618 | \$681 | \$655 | \$715 | \$715 |
| Workload | | | | | |
| Amount of wastewater processed annually (in million gallons) | 28,433 | 27,597 | 29,500 | 28,500 | 28,500 |

Watershed

| | |
|--------------------|--|
| Description | <p>Watershed Services provides scientific, planning, and stewardship expertise to the bureau and the City for investments in natural and built systems that protect and improve watershed health.</p> <p>Watershed Services Group is organized into three divisions and is funded through four budget programs.</p> <ul style="list-style-type: none">◆ The Stormwater System division integrates system planning, stormwater policies, and design guidelines with implementation, technical assistance, and stewardship to create a continuous and iterative plan-do-check cycle for stormwater assets.◆ The Science Integration division provides scientific and technical assistance to Environmental Services and other City bureaus with respect to environmental policy, planning, projects, regulations, and monitoring.◆ The Watershed Program division includes the bureau's experts on individual watersheds. The division plans, initiates, and adaptively manages projects that improve watershed health and promotes stewardship within watersheds. Working in conjunction with the bureau's stormwater and sanitary system planning, the division identifies and prioritizes watershed investments. The Watershed Programs division also works closely with Engineering Services to implement watershed enhancements and restoration projects through the bureau's capital program.◆ The Watershed Revegetation budget program primarily is managed by Wastewater Services. This program reforests city natural areas and adjacent lands, plants and maintains City greenstreets, stormwater management facilities, and bureau capital projects to improve the urban forest canopy and enhance the functional ability of urban watersheds. The work of the Environmental Services Tree Program is included in this cross-group budget area as well. |
| Goals | <p>Watershed Services protects and enhances the natural and built environment by improving and protecting watershed health within the urban area. These efforts support City goals and facilitate compliance with environmental regulations using a natural systems approach and green infrastructure to meet multiple objectives, minimize costs, and provide maximum benefits. Watershed Services leads the bureau's stormwater system planning efforts. The group's work supports the Climate Action Plan, Climate Preparation Strategy, the River Plan, the Portland Plan, and the update to the City's Comprehensive Plan.</p> |
| Performance | <p>Watershed Services and the Watershed Revegetation program restored more than 22,400 feet of stream bank during FY 2014-15. The bureau's target for FY 2015-16 and FY 2016-17 is to restore an additional 25,000 feet each year, based on past averages. The annual amount of stream bank restoration reported each year varies based on timing of project completion and the varying size and nature of capital projects.</p> |

Bureau of Environmental Services

Public Utilities Service Area

In FY 2014-15, 15,052 people contributed thousands of volunteer hours on projects organized or catalyzed by the Community Watershed Stewardship program and other watershed stewardship programs. For FY 2015-16, the number of participants is targeted to be at least 9,000, although participation levels vary due to the type of volunteer projects that are selected for funding. For FY 2016-17, this measure is being changed to match the participation and stewardship goal in the NPDES MS4 Permit. The permit requirement is to involve approximately 10,000 participants in community events, workshops, stewardship projects, and restoration events annually. This includes a more comprehensive report of programs and outreach efforts than the old Stewardship performance measure.

The bureau and partners planted more than 36,400 trees in FY 2014-15. Most of those were seedlings planted as part of natural area revegetation projects, and 3,474 were new street and yard trees planted to help manage stormwater runoff from streets and private property. In FY 2015-16, approximately 32,300 trees will be planted, and the target for FY 2016-17 is 31,200 trees. The lower targets are due to fewer spaces to plant new street and yard trees due to continued program success, although numbers may vary annually depending on the timing and size of natural area tree planting projects.

The Watershed Health Index Water Quality score is a key performance measure that reflects the ultimate impacts of many of Watershed Services and other Groups activities to improve water quality in Portland streams and the Willamette River. This is a long-term measure and is not expected to change significantly from one year to the next. The baseline index score of 5.9 (on a 0-10 scale) is what future trends will be measured against.

Changes to Services and Activities

In 2015, the Watershed Services Group underwent a reorganization in order to provide an organizational framework that facilitates effective and efficient delivery of services and work products needed by the bureau and the City over the next five years and to provide needed geographic expertise more efficiently. Watershed Services work has evolved from a toolbox approach (e.g., Grey to Green) to a systems approach (e.g., Stephens Stormwater System Plan).

A number of new private property projects are projected by the Engineering Services group as an essential element of new Neighborhood to the River strategies expanding beyond the Tabor neighborhood to new areas of pipe rehabilitation and replacement. Private Property Retrofit program budget funds are reorganized as basin projects rather than by service type.

Reports of mandatory once-in-ten-year sampling of sediments in the Columbia Slough will be prepared in FY 2016-17. The coordinated sampling and analysis of fish tissue will commence in FY 2016-17 as well, with reports to be prepared in FY 2017-18.

An additional position to provide data support for the Stormwater System Plan is included in the FY 2016-17 Adopted Budget along with additional professional and technical contracting resources.

A budget-neutral request converting seasonal positions supporting the Tree Program into two Environmental Technician Is and one Environmental Technician II to meet year-round ongoing responsibilities related to tree planting, data collection and analysis, and quality control monitoring.

Bureau of Environmental Services

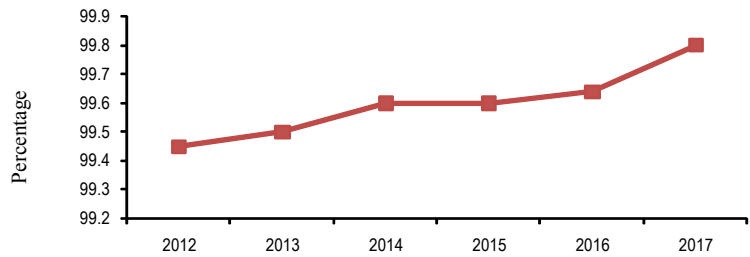
Public Utilities Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 57.30 | 57.00 | 65.80 | 61.47 | 61.47 |
| Expenditures | | | | | |
| Science, Fish & Wildlife | 1,121,321 | 1,217,686 | 1,379,921 | 2,514,373 | 2,541,402 |
| Sustainable Stormwater | 1,861,760 | 3,498,895 | 3,071,915 | 5,971,040 | 6,019,483 |
| Watershed | 524,900 | 585,159 | 610,577 | 649,111 | 652,111 |
| Watershed Management | 4,156,696 | 3,894,797 | 3,943,715 | 2,569,484 | 2,578,778 |
| Watershed Revegetation | 3,077,811 | 968,954 | 4,257,919 | 2,187,755 | 2,187,755 |
| Total Expenditures | 10,742,488 | 10,165,491 | 13,264,047 | 13,891,763 | 13,979,529 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Watershed Health Index for water quality | 5.90 | 5.90 | 5.90 | 5.90 | 5.90 |
| Workload | | | | | |
| Number of trees planted | 43,784 | 36,418 | 32,300 | 31,200 | 31,200 |
| Feet of streambank restored (not cumulative) | 27,397 | 22,443 | 25,000 | 25,000 | 25,000 |
| Number of participants in community events, workshops, stewardship, and restoration events | NA | 24,000 | 10,000 | 10,000 | 10,000 |

Performance Measures

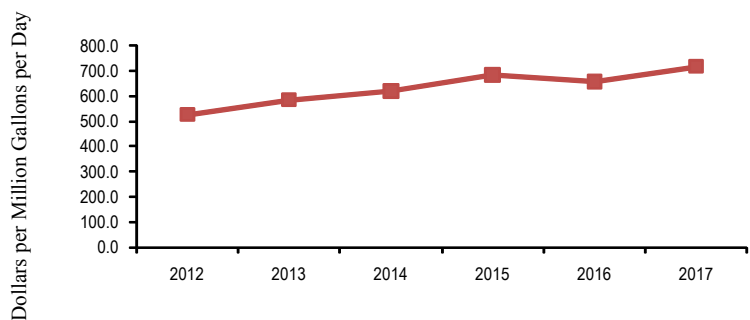
Enforcement Tests

Percentage of industrial enforcement tests in full compliance.



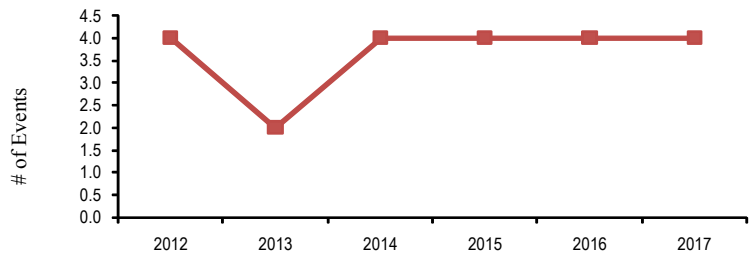
Wastewater Processing Cost

Cost to operate and maintain the wastewater treatment plants reflected in costs per million gallons. When flow is low, as in a "dry year," cost per unit increases.



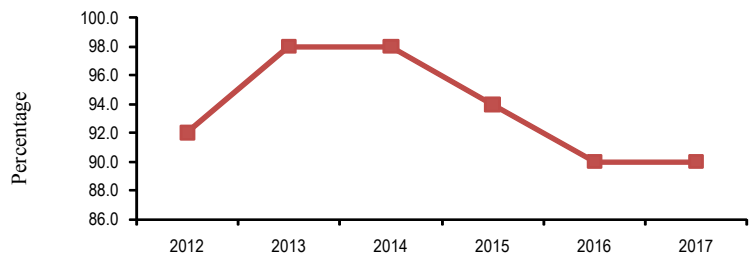
Combined Sewer Overflow (CSO) Events

The number of storm events that caused a combined sewer overflow (CSO) to either the Willamette River or the Columbia Slough. Over 100 events occurred annually prior to the start of construction of the CSO system in 1990 and 48 occurred the year before the system was completed in 2011.



Health and Safety Related Service Requests

Percent of urgent health and safety related service requests responded to within two-hour timeframe.



| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|------------------------|------------------------|------------------------|------------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 1,739,676 | 2,013,484 | 1,980,000 | 2,045,000 | 2,295,000 |
| Charges for Services | 303,135,463 | 329,208,148 | 346,484,427 | 342,224,264 | 349,245,000 |
| Intergovernmental | 1,823,477 | 2,429,897 | 765,093 | 388,000 | 388,000 |
| Bond & Note | 234,659,218 | 322,591,753 | 0 | 171,300,000 | 171,300,000 |
| Miscellaneous | 1,995,335 | 2,948,401 | 2,835,000 | 3,260,000 | 3,260,000 |
| Total External Revenues | 543,353,169 | 659,191,683 | 352,064,520 | 519,217,264 | 526,488,000 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 292,685,613 | 301,026,796 | 340,266,971 | 338,155,457 | 334,282,150 |
| Interagency Revenue | 2,377,538 | 1,898,952 | 1,853,391 | 2,028,121 | 2,335,121 |
| Total Internal Revenues | 295,063,151 | 302,925,748 | 342,120,362 | 340,183,578 | 336,617,271 |
| Beginning Fund Balance | 97,892,846 | 148,885,864 | 318,775,000 | 271,255,000 | 291,305,000 |
| Total Resources | \$936,309,166 | \$1,111,003,295 | \$1,012,959,882 | \$1,130,655,842 | \$1,154,410,271 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 58,344,546 | 60,601,162 | 64,598,945 | 66,580,909 | 66,840,379 |
| External Materials and Services | 58,673,610 | 56,221,496 | 67,832,354 | 59,609,211 | 59,656,750 |
| Internal Materials and Services | 43,087,210 | 40,650,971 | 42,793,813 | 43,510,205 | 43,424,798 |
| Capital Outlay | 58,896,960 | 53,559,746 | 66,942,362 | 82,224,763 | 78,375,667 |
| Total Bureau Expenditures | 219,002,326 | 211,033,375 | 242,167,474 | 251,925,088 | 248,297,594 |
| Fund Expenditures | | | | | |
| Debt Service | 271,169,198 | 271,292,554 | 176,942,228 | 185,788,437 | 181,023,687 |
| Contingency | 0 | 0 | 184,677,358 | 273,748,364 | 309,629,906 |
| Fund Transfers - Expense | 297,251,778 | 303,946,952 | 345,217,822 | 342,888,953 | 339,154,084 |
| Debt Service Reserves | 0 | 0 | 63,955,000 | 76,305,000 | 76,305,000 |
| Total Fund Expenditures | 568,420,976 | 575,239,506 | 770,792,408 | 878,730,754 | 906,112,677 |
| Ending Fund Balance | 148,885,864 | 324,730,414 | 0 | 0 | 0 |
| Total Requirements | \$936,309,166 | \$1,111,003,295 | \$1,012,959,882 | \$1,130,655,842 | \$1,154,410,271 |
| Programs | | | | | |
| Administration & Support | 37,778,662 | 39,962,458 | 44,293,687 | 42,613,566 | 42,670,445 |
| Assessments & Improvements | 73 | 372 | 0 | 0 | 0 |
| Citywide Equity Program | 0 | 295 | 0 | 0 | 0 |
| Engineering | 110,133,035 | 101,178,912 | 117,243,430 | 125,386,997 | 121,532,480 |
| Franchise Management | 1,022 | 0 | 0 | 0 | 0 |
| Healthy Working Rivers | 7,565 | 24 | 0 | 0 | 0 |
| Pollution Prevention | 9,049,839 | 9,123,794 | 10,772,903 | 10,701,903 | 10,723,527 |
| Portland Harbor | 3,812,106 | 3,053,751 | 4,296,748 | 3,916,644 | 3,916,644 |
| Wastewater | 47,477,536 | 47,548,278 | 52,296,659 | 55,414,215 | 55,474,969 |
| Watershed | 10,742,488 | 10,165,491 | 13,264,047 | 13,891,763 | 13,979,529 |
| Total Programs | 219,002,326 | \$211,033,375 | \$242,167,474 | \$251,925,088 | \$248,297,594 |

Bureau of Environmental Services

CIP Summary

Public Utilities Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|--|-------------|------------|------------|--------------|------------|------------|------------|--------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| Maintenance and Reliability | | | | | | | | |
| Alder: Buckman East Recon/Green Streets | 0 | 0 | 0 | 300,000 | 890,000 | 2,974,000 | 3,027,000 | 7,191,000 |
| Alder: Eastside Industrial Recon/Green Streets | 0 | 0 | 0 | 249,000 | 1,605,000 | 3,676,000 | 5,437,000 | 10,967,000 |
| Alder: Ladd's Addition South Recon/Green Streets | 0 | 0 | 0 | 0 | 234,000 | 554,000 | 1,972,000 | 2,760,000 |
| Alder: Sunnyside East Recon/Green Streets | 282,097 | 365,000 | 2,200,000 | 1,500,000 | 0 | 0 | 0 | 3,700,000 |
| Alder: Sunnyside North Recon/Green Streets | 139,854 | 809,000 | 500,000 | 4,000,000 | 3,000,000 | 0 | 0 | 7,500,000 |
| Alder: Sunnyside South Recon/Green Streets | 0 | 0 | 0 | 0 | 265,000 | 845,000 | 2,773,000 | 3,883,000 |
| Beech Essex CP-K | 0 | 0 | 0 | 0 | 305,000 | 1,164,000 | 0 | 1,469,000 |
| Beech-Essex CP-J | 0 | 0 | 0 | 0 | 0 | 58,000 | 916,000 | 974,000 |
| Burlingame Basin Infiltration and Inflow | 5,697,965 | 3,436,000 | 1,100,000 | 1,070,000 | 2,650,000 | 1,000,000 | 2,000,000 | 7,820,000 |
| Capital Maintenance - Non-Process Facilities | 547,745 | 1,000,000 | 680,000 | 975,000 | 1,500,000 | 2,000,000 | 500,000 | 5,655,000 |
| Combined Sewer Overflow Pressure Relief | 198,295 | 300,000 | 750,000 | 100,000 | 0 | 0 | 0 | 850,000 |
| Fanno Basin System Improvement | 70,429,718 | 6,092,000 | 1,100,000 | 0 | 0 | 0 | 0 | 1,100,000 |
| Large Diameter Sewer Rehabilitation | 4,843 | 1,000,000 | 600,000 | 1,350,000 | 1,470,000 | 3,700,000 | 6,000,000 | 13,120,000 |
| Maintenance Capital - Construction | 21,922,641 | 230,000 | 240,000 | 240,000 | 240,000 | 240,000 | 240,000 | 1,200,000 |
| Maintenance Capital - Contract | 78,960,583 | 2,800,000 | 3,000,000 | 3,000,000 | 3,000,000 | 3,500,000 | 4,000,000 | 16,500,000 |
| NWN: Slabtown Sewer Replacement | 194,854 | 0 | 7,000,000 | 2,600,000 | 0 | 0 | 0 | 9,600,000 |
| NWN: Central Tanner | 0 | 100,000 | 0 | 300,000 | 900,000 | 2,000,000 | 4,000,000 | 7,200,000 |
| NWN: Far North Nicolai | 625,505 | 4,500,000 | 4,200,000 | 0 | 0 | 0 | 0 | 4,200,000 |
| NWN: NW Thurman St Sewer | 0 | 0 | 185,000 | 240,000 | 1,600,000 | 579,000 | 0 | 2,604,000 |
| Owner Controlled Insurance Program Phase 4 | 4,547,949 | 500,000 | 300,000 | 0 | 0 | 0 | 0 | 300,000 |
| Phase 2 Pipe Rehabilitation | 72,623,213 | 32,252,000 | 32,800,000 | 11,830,000 | 1,190,000 | 0 | 0 | 45,820,000 |
| Pipe Rehabilitation Phase 3 | 2,158,750 | 3,121,000 | 7,784,000 | 18,395,000 | 31,485,000 | 25,085,000 | 22,126,000 | 104,875,000 |
| SE Interceptor Rehabilitation | 674,275 | 3,500,000 | 500,000 | 3,500,000 | 0 | 0 | 0 | 4,000,000 |
| Small Urgent Capacity Projects | 0 | 0 | 100,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,100,000 |
| Stark HSS-17 | 0 | 0 | 0 | 0 | 0 | 1,005,000 | 1,305,000 | 2,310,000 |
| Structural Rehab Taggart Outfall 30 | 1,160,641 | 650,000 | 1,630,000 | 7,250,000 | 4,000,000 | 0 | 0 | 12,880,000 |
| TGD: Richmond Neighborhood Recon/Green Streets | 0 | 160,000 | 0 | 0 | 625,000 | 1,930,000 | 2,042,000 | 4,597,000 |
| TGD: SE Hawthorne Recon/Green Streets | 1,512,195 | 4,500,000 | 2,200,000 | 50,000 | 50,000 | 0 | 0 | 2,300,000 |
| TGD: SE Powell Recon/Green Streets | 998,648 | 3,800,000 | 3,700,000 | 92,000 | 90,000 | 0 | 0 | 3,882,000 |
| Tryon SS Protection 1A TCWTP to Hwy 43 | 1,174,791 | 1,000,000 | 1,000,000 | 1,700,000 | 0 | 0 | 0 | 2,700,000 |

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | Revised | | Adopted | Capital Plan | | | | |
|---|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| Wheeler WHE-04 | 120,172 | 300,000 | 515,000 | 4,000,000 | 4,200,000 | 0 | 0 | 8,715,000 |
| Total Maintenance and Reliability | 263,974,734 | 70,415,000 | 72,084,000 | 63,241,000 | 59,799,000 | 50,810,000 | 56,838,000 | 302,772,000 |
| Sewage Treatment Systems | | | | | | | | |
| Alder Pump Station Upgrade | 687,946 | 0 | 1,430,000 | 2,860,000 | 0 | 0 | 0 | 4,290,000 |
| CBWTP Biogas Utilization | 531,409 | 6,704,000 | 950,000 | 8,550,000 | 0 | 0 | 0 | 9,500,000 |
| CBWTP Dewatering Improvements | 0 | 0 | 511,000 | 817,000 | 3,676,000 | 5,105,000 | 4,084,000 | 14,193,000 |
| CBWTP Digester Improvements | 163,333 | 470,000 | 270,000 | 0 | 0 | 0 | 0 | 270,000 |
| CBWTP Headworks Screens Improvements | 0 | 0 | 98,000 | 384,000 | 705,000 | 3,910,000 | 3,899,000 | 8,996,000 |
| CBWTP Lagoon Reconstruction | 20,784,121 | 3,300,000 | 2,740,000 | 2,900,000 | 4,700,000 | 640,000 | 110,000 | 11,090,000 |
| CBWTP Organic Waste Receiving Facility | 0 | 0 | 63,000 | 235,000 | 245,000 | 2,776,000 | 1,519,000 | 4,838,000 |
| CBWTP Outfall Diffusers | 0 | 100,000 | 200,000 | 200,000 | 1,300,000 | 0 | 0 | 1,700,000 |
| CBWTP RAS Piping Upgrade | 0 | 0 | 0 | 100,000 | 584,000 | 404,000 | 2,085,000 | 3,173,000 |
| CBWTP Reuse System Replacement | 0 | 0 | 0 | 0 | 0 | 414,000 | 420,000 | 834,000 |
| CBWTP Secondary Treatment Expansion | 0 | 0 | 200,000 | 2,000,000 | 2,000,000 | 13,000,000 | 17,000,000 | 34,200,000 |
| Inverness Pump Station Force Main | 0 | 0 | 94,000 | 401,000 | 2,533,000 | 1,610,000 | 726,000 | 5,364,000 |
| Pump Station Improvements | 68,406,447 | 4,000,000 | 4,000,000 | 4,000,000 | 4,000,000 | 4,000,000 | 5,000,000 | 21,000,000 |
| Repair, Rehabilitation, and Modification | 59,645,621 | 2,000,000 | 4,000,000 | 4,000,000 | 4,000,000 | 4,000,000 | 4,000,000 | 20,000,000 |
| TCWTP Headworks Improvements | 82,098 | 1,000,000 | 2,000,000 | 7,000,000 | 12,000,000 | 14,000,000 | 3,000,000 | 38,000,000 |
| TCWTP Secondary Process Improvements | 0 | 200,000 | 780,000 | 2,220,000 | 2,910,000 | 0 | 0 | 5,910,000 |
| Total Sewage Treatment Systems | 150,300,975 | 17,774,000 | 17,336,000 | 35,667,000 | 38,653,000 | 49,859,000 | 41,843,000 | 183,358,000 |
| Surface Water Management | | | | | | | | |
| Columbia Slough Outfalls | 656,857 | 581,000 | 3,025,000 | 408,000 | 2,078,000 | 1,817,000 | 2,000,000 | 9,328,000 |
| Culvert Replacement Phase 2 | 1,521,129 | 2,000,000 | 2,000,000 | 0 | 0 | 0 | 0 | 2,000,000 |
| Culverts Phase 3 | 0 | 0 | 0 | 50,000 | 50,000 | 50,000 | 0 | 150,000 |
| FT: Beaverton Hillsdale Hwy | 268,257 | 479,000 | 500,000 | 500,000 | 1,000,000 | 1,000,000 | 784,000 | 3,784,000 |
| FT: Boones Ferry Culvert | 540,229 | 237,000 | 500,000 | 2,000,000 | 0 | 0 | 0 | 2,500,000 |
| FT: Drainage Shoulder Improvements | 0 | 200,000 | 102,000 | 511,000 | 1,033,000 | 1,021,000 | 1,021,000 | 3,688,000 |
| FT: Jackson Middle School Creek Daylight | 59,397 | 173,000 | 1,136,000 | 514,000 | 0 | 0 | 0 | 1,650,000 |
| FT: SW 45th Ave Culvert | 267,279 | 148,000 | 1,115,000 | 0 | 0 | 0 | 0 | 1,115,000 |
| FT: Water Quality Facility 2 | 0 | 0 | 0 | 278,000 | 278,000 | 72,000 | 0 | 628,000 |
| Green Infrastructure: Land Acquisition | 19,399,985 | 2,000,000 | 500,000 | 0 | 0 | 0 | 0 | 500,000 |
| JC: River Mile 9.6 Floodplain Restoration | 199,476 | 100,000 | 200,000 | 800,000 | 20,000 | 20,000 | 0 | 1,040,000 |
| JC: Brunkow | 20,443 | 200,000 | 100,000 | 370,000 | 0 | 0 | 0 | 470,000 |

Bureau of Environmental Services

CIP Summary

Public Utilities Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| JC: Freeway Land Floodplain Restoration | 86,101 | 50,000 | 0 | 50,000 | 100,000 | 100,000 | 100,000 | 350,000 |
| JC: Johnson Creek Willing Seller Phase 2 | 5,886,341 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| JC: Oxbow | 178,531 | 185,000 | 300,000 | 500,000 | 10,000 | 0 | 0 | 810,000 |
| JC: Springwater Wetland | 393,384 | 100,000 | 128,000 | 657,000 | 0 | 0 | 0 | 785,000 |
| Oaks Bottom Culvert Replacement | 1,322,759 | 90,000 | 200,000 | 1,900,000 | 0 | 0 | 0 | 2,100,000 |
| Stephens Creek Ph 1 Improvements | 189,609 | 383,000 | 822,000 | 1,744,000 | 572,000 | 2,011,000 | 3,011,000 | 8,160,000 |
| Watershed Investment Program | 6,216,079 | 1,520,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 7,500,000 |
| Watershed Land Acquisition Program | 0 | 0 | 1,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 9,000,000 |
| Total Surface Water Management | 37,205,856 | 8,946,000 | 13,628,000 | 14,282,000 | 9,141,000 | 10,091,000 | 10,916,000 | 58,058,000 |
| Systems Development | | | | | | | | |
| Drainage Improvement | 6,280,983 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 1,250,000 |
| Party Sewers | 9,476,085 | 2,000,000 | 2,000,000 | 1,795,000 | 1,000,000 | 1,000,000 | 1,000,000 | 6,795,000 |
| PBOT Interagency Reimbursement | 17,911,143 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 350,000 | 1,750,000 |
| Permit Reimbursement | 2,440,539 | 45,000 | 250,000 | 45,000 | 45,000 | 45,000 | 45,000 | 430,000 |
| Public Works Permit Projects | 31,327,326 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 2,500,000 |
| Sewer Easements on Existing Sewers | 55,571 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| Sewer Extensions for High Risk Septic | 122,861 | 200,000 | 100,000 | 100,000 | 1,000,000 | 100,000 | 100,000 | 1,400,000 |
| SW Terwilliger Blvd Sanitary Sewer Extension | 638,226 | 250,000 | 2,595,000 | 205,000 | 0 | 0 | 0 | 2,800,000 |
| Total Systems Development | 68,252,734 | 3,645,000 | 6,095,000 | 3,295,000 | 3,195,000 | 2,295,000 | 2,295,000 | 17,175,000 |
| Total Requirements | 519,734,299 | 100,780,000 | 109,143,000 | 116,485,000 | 110,788,000 | 113,055,000 | 111,892,000 | 561,363,000 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000063 | Accountant II | 54,371 | 68,453 | 4.00 | 273,792 | 4.00 | 273,792 | 4.00 | 273,792 |
| 30000064 | Accountant III | 59,862 | 75,296 | 1.00 | 75,300 | 1.00 | 75,300 | 1.00 | 75,300 |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 4.00 | 279,372 | 4.00 | 287,555 | 4.00 | 287,555 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 5.00 | 298,741 | 6.00 | 368,352 | 6.00 | 368,352 |
| 30000437 | Administrative Supervisor II | 62,795 | 83,720 | 1.00 | 65,376 | 1.00 | 67,160 | 1.00 | 67,160 |
| 30000104 | Automotive Equip Oper II: Tractor-Trailr | 47,382 | 57,054 | 1.00 | 57,060 | 1.00 | 57,060 | 1.00 | 57,060 |
| 30000671 | Biosolids/Reuse Program Manager | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000315 | Botanic Spec I-Generalist | 56,077 | 71,614 | 1.00 | 71,616 | 1.00 | 71,616 | 1.00 | 71,616 |
| 30000320 | Botanic Spec II-Generalist | 59,051 | 75,317 | 3.00 | 204,136 | 3.00 | 210,520 | 3.00 | 210,520 |
| 30000321 | Botanic Spec II-Ntrl Resource Ecologist | 59,051 | 75,317 | 6.00 | 451,872 | 6.00 | 451,872 | 6.00 | 451,872 |
| 30000441 | Business Operations Manager | 82,098 | 109,346 | 2.00 | 216,519 | 2.00 | 218,688 | 2.00 | 218,688 |
| 30000442 | Business Operations Manager, Sr | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000440 | Business Operations Supervisor | 72,800 | 97,386 | 2.00 | 170,184 | 2.00 | 185,424 | 2.00 | 185,424 |
| 30000447 | Business Systems Analyst, Assistant | 49,275 | 75,899 | 1.00 | 75,900 | 1.00 | 75,900 | 1.00 | 75,900 |
| 30001533 | Business Systems Analyst, Principal | 76,294 | 102,544 | 0.00 | 0 | 1.00 | 89,424 | 1.00 | 89,424 |
| 30000449 | Business Systems Analyst, Sr | 69,285 | 92,498 | 4.00 | 368,472 | 4.00 | 369,606 | 4.00 | 369,606 |
| 30000329 | CAD Technician II | 55,411 | 70,699 | 12.00 | 845,901 | 12.00 | 848,448 | 12.00 | 848,448 |
| 30000330 | CAD Technician III | 67,309 | 85,946 | 5.00 | 411,084 | 5.00 | 411,084 | 5.00 | 411,084 |
| 30000689 | Capital Program Mgmt & Controls Manager | 94,931 | 128,627 | 1.00 | 126,920 | 1.00 | 128,628 | 1.00 | 128,628 |
| 30000399 | Capital Project Manager I | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000686 | Capital Project Manager II | 72,800 | 97,386 | 2.00 | 173,496 | 2.00 | 180,330 | 2.00 | 180,330 |
| 30000700 | Communications Engineer | 72,800 | 97,386 | 2.00 | 177,840 | 2.00 | 180,032 | 2.00 | 180,032 |
| 30000491 | Community Outreach & Informtn Assistant | 49,275 | 75,899 | 2.00 | 112,128 | 2.00 | 115,793 | 2.00 | 115,793 |
| 30000492 | Community Outreach & Informtn Rep | 59,800 | 79,726 | 2.00 | 159,456 | 2.00 | 159,456 | 2.00 | 159,456 |
| 30000493 | Community Outreach & Informtn Rep, Sr | 65,957 | 87,963 | 2.00 | 158,028 | 2.00 | 160,896 | 2.00 | 160,896 |
| 30000455 | Contracts Dev & Review Administrator | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000672 | Data Acquisition & Mgmt Supervisor | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000733 | Development Services Manager | 88,275 | 117,562 | 1.00 | 117,564 | 1.00 | 117,564 | 1.00 | 117,564 |
| 30000333 | Development Services Technician II | 55,411 | 70,699 | 1.00 | 70,704 | 1.00 | 70,704 | 1.00 | 70,704 |
| 30000836 | Development Supervisor II | 76,294 | 102,544 | 2.00 | 194,832 | 2.00 | 197,667 | 2.00 | 197,667 |
| 30000576 | Economist, Sr | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000635 | Electrical/Instrumentation Supervisor | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000116 | Electrician | 70,366 | 75,941 | 8.00 | 596,352 | 8.00 | 603,776 | 8.00 | 603,776 |
| 30000121 | Electrician/Instrument Technician | 72,509 | 78,250 | 6.00 | 469,512 | 6.00 | 469,512 | 6.00 | 469,512 |
| 30000401 | Electronic Systems Technician | 57,574 | 73,445 | 3.00 | 220,320 | 3.00 | 220,320 | 3.00 | 220,320 |
| 30000683 | Engineer, Chief | 112,195 | 160,618 | 1.00 | 160,620 | 1.00 | 160,620 | 1.00 | 160,620 |
| 30000682 | Engineer, Principal | 102,502 | 136,677 | 3.00 | 387,850 | 3.00 | 392,546 | 3.00 | 392,546 |
| 30000680 | Engineer, Sr | 88,733 | 118,290 | 15.00 | 1,659,254 | 15.00 | 1,678,145 | 15.00 | 1,678,145 |
| 30000681 | Engineer, Supervising | 95,368 | 127,171 | 9.00 | 1,138,825 | 9.00 | 1,143,793 | 9.00 | 1,143,793 |
| 30000365 | Engineer-Civil | 88,462 | 107,515 | 26.00 | 2,726,433 | 28.50 | 2,988,411 | 28.50 | 2,988,411 |
| 30000366 | Engineer-Electrical | 88,462 | 107,515 | 3.00 | 308,706 | 3.00 | 313,386 | 3.00 | 313,386 |
| 30000367 | Engineer-Geotechnical | 88,462 | 107,515 | 1.00 | 102,823 | 1.00 | 107,520 | 1.00 | 107,520 |
| 30000368 | Engineer-Mechanical | 88,462 | 107,515 | 1.00 | 107,520 | 1.00 | 107,520 | 1.00 | 107,520 |
| 30000358 | Engineering Associate, Sr-Civil | 76,502 | 97,531 | 12.00 | 1,073,704 | 13.00 | 1,177,565 | 13.00 | 1,177,565 |
| 30000360 | Engineering Associate, Sr-Geotechnical | 76,502 | 97,531 | 1.00 | 76,500 | 1.00 | 76,500 | 1.00 | 76,500 |
| 30000353 | Engineering Associate-Civil | 62,878 | 84,240 | 13.00 | 961,890 | 13.00 | 983,108 | 13.00 | 983,108 |
| 30000325 | Engineering Technician II | 55,411 | 70,699 | 25.00 | 1,650,425 | 25.00 | 1,665,420 | 25.00 | 1,665,420 |
| 30000326 | Engineering Technician III | 67,309 | 85,946 | 8.00 | 673,113 | 8.00 | 680,131 | 8.00 | 680,131 |
| 30001659 | Env Svcs OCIP, Risk & Safety Officer | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30001736 | Environmental Compliance Mgr | 88,275 | 117,562 | 1.00 | 117,564 | 1.00 | 117,564 | 1.00 | 117,564 |

Bureau of Environmental Services

FTE Summary

Public Utilities Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30001735 | Environmental Investigations Mgr | 88,275 | 117,562 | 1.00 | 88,272 | 1.00 | 102,924 | 1.00 | 102,924 |
| 30000669 | Environmental Monitoring Svcs Group Mgr | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000459 | Environmental Policy Analyst | 69,285 | 92,498 | 1.00 | 76,404 | 1.00 | 79,257 | 1.00 | 79,257 |
| 30000678 | Environmental Policy Manager | 94,931 | 128,627 | 1.00 | 128,628 | 1.00 | 128,628 | 1.00 | 128,628 |
| 30000662 | Environmental Program Coordinator | 65,957 | 87,963 | 9.00 | 723,383 | 9.00 | 733,288 | 9.00 | 733,288 |
| 30000663 | Environmental Program Manager | 72,800 | 97,386 | 11.00 | 1,035,183 | 11.00 | 1,055,790 | 11.00 | 1,055,790 |
| 30000664 | Environmental Program Manager, Sr | 82,098 | 109,346 | 2.00 | 218,688 | 2.00 | 218,688 | 2.00 | 218,688 |
| 30000661 | Environmental Program Specialist | 59,800 | 79,726 | 2.00 | 139,524 | 2.00 | 141,164 | 2.00 | 141,164 |
| 30000419 | Environmental Services Director | 141,898 | 203,341 | 1.00 | 190,172 | 1.00 | 197,750 | 1.00 | 197,750 |
| 30000339 | Environmental Specialist-Generalist | 67,309 | 85,946 | 24.00 | 1,983,918 | 25.00 | 2,079,709 | 25.00 | 2,079,709 |
| 30001359 | Environmental Svcs Public Affairs Mgr | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000337 | Environmental Technician I | 41,350 | 55,411 | 1.00 | 41,352 | 4.00 | 179,700 | 4.00 | 179,700 |
| 30000338 | Environmental Technician II | 55,411 | 70,699 | 36.00 | 2,412,807 | 37.00 | 2,498,680 | 37.00 | 2,498,680 |
| 30000712 | Facilities Services Specialist | 59,800 | 79,726 | 1.00 | 75,930 | 1.00 | 78,848 | 1.00 | 78,848 |
| 30002037 | Field Science Specialist | 67,309 | 85,946 | 2.00 | 160,200 | 2.00 | 162,927 | 2.00 | 162,927 |
| 30002038 | Field Science Technician | 55,411 | 70,699 | 7.00 | 445,104 | 7.00 | 449,248 | 7.00 | 449,248 |
| 30000569 | Financial Analyst, Principal | 82,098 | 109,346 | 3.00 | 328,032 | 3.00 | 333,504 | 3.00 | 333,504 |
| 30000341 | GIS Technician I | 41,350 | 55,411 | 1.00 | 41,352 | 1.00 | 41,352 | 1.00 | 41,352 |
| 30000342 | GIS Technician II | 55,411 | 70,699 | 2.00 | 141,408 | 2.00 | 141,408 | 2.00 | 141,408 |
| 30000343 | GIS Technician III | 67,309 | 85,946 | 3.00 | 257,832 | 3.00 | 257,832 | 3.00 | 257,832 |
| 30000373 | Graphics Designer III | 67,309 | 85,946 | 1.00 | 81,888 | 1.00 | 84,930 | 1.00 | 84,930 |
| 30000340 | Hydrogeologist | 76,294 | 97,344 | 2.00 | 190,116 | 2.00 | 193,926 | 2.00 | 193,926 |
| 30000126 | Industrial Machinist | 56,784 | 63,586 | 1.00 | 63,588 | 1.00 | 63,588 | 1.00 | 63,588 |
| 30000157 | Industrial Maintenance Millwright | 56,784 | 63,586 | 29.00 | 1,822,080 | 29.00 | 1,823,640 | 29.00 | 1,823,640 |
| 30000114 | Industrial Painter | 56,243 | 62,920 | 1.00 | 56,244 | 1.00 | 60,336 | 1.00 | 60,336 |
| 30000218 | Inf Syst Analyst, Principal-Gen | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30001510 | Inf Syst Tech Analyst VI-Vertical GIS | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000239 | Instrument Technician | 70,366 | 75,941 | 13.00 | 970,464 | 13.00 | 973,712 | 13.00 | 973,712 |
| 30001283 | Laboratory Analyst II | 50,003 | 65,998 | 6.00 | 370,400 | 6.00 | 381,826 | 6.00 | 381,826 |
| 30001284 | Laboratory Analytical Specialist | 57,013 | 75,712 | 5.00 | 354,900 | 5.00 | 364,080 | 5.00 | 364,080 |
| 30001285 | Laboratory Coordinator | 59,176 | 83,491 | 3.00 | 246,411 | 3.00 | 250,488 | 3.00 | 250,488 |
| 30000670 | Laboratory Manager | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000313 | Landscape Architect | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000644 | Maintenance Planner/Scheduler | 59,800 | 79,726 | 5.00 | 366,442 | 6.00 | 432,276 | 6.00 | 432,276 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 2.00 | 151,806 | 2.00 | 154,598 | 2.00 | 154,598 |
| 30000453 | Management Analyst, Principal | 82,098 | 109,346 | 1.00 | 99,084 | 1.00 | 103,144 | 1.00 | 103,144 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 5.00 | 409,351 | 5.00 | 420,969 | 5.00 | 420,969 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 2.00 | 125,172 | 2.00 | 131,196 | 2.00 | 131,196 |
| 30000692 | Maps & Records Supervisor | 65,957 | 87,963 | 1.00 | 65,952 | 1.00 | 65,952 | 1.00 | 65,952 |
| 30000345 | Materials Testing Technician II | 55,411 | 70,699 | 4.00 | 276,450 | 5.00 | 340,771 | 5.00 | 340,771 |
| 30000346 | Materials Testing Technician III | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 5.00 | 220,344 | 5.00 | 229,227 | 5.00 | 229,227 |
| 30000013 | Office Support Specialist III | 44,075 | 58,406 | 5.00 | 275,988 | 5.00 | 281,753 | 5.00 | 281,753 |
| 30000677 | Portland Harbor Superfund Technical Mgr | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 5.00 | 380,682 | 5.00 | 406,562 | 5.00 | 406,562 |
| 30000465 | Program Manager | 69,285 | 92,498 | 3.00 | 274,992 | 3.00 | 277,073 | 3.00 | 277,073 |
| 30000466 | Program Manager, Sr | 82,098 | 109,346 | 2.00 | 202,032 | 3.00 | 286,980 | 3.00 | 286,980 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 2.00 | 134,775 | 2.00 | 147,642 | 2.00 | 147,642 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 2.00 | 147,232 | 2.00 | 150,010 | 2.00 | 150,010 |
| 30000698 | Property Acquisition & Services Manager | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000495 | Public Information Officer | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000691 | Public Works Inspection Manager | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000690 | Public Works Inspection Supervisor | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000228 | Public Works Inspector | 62,150 | 71,032 | 15.00 | 1,054,868 | 15.00 | 1,056,540 | 15.00 | 1,056,540 |
| 30000229 | Public Works Inspector, Sr | 67,434 | 79,435 | 11.00 | 861,432 | 11.00 | 870,221 | 11.00 | 870,221 |
| 30000828 | Records Specialist | 44,075 | 58,406 | 1.00 | 58,404 | 1.00 | 58,404 | 1.00 | 58,404 |
| 30000481 | Risk Specialist | 59,800 | 79,726 | 1.00 | 69,804 | 1.00 | 71,946 | 1.00 | 71,946 |
| 30000482 | Risk Specialist, Sr | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000485 | Safety & Risk Officer I | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30001958 | Statistician | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000054 | Storekeeper/Acquisition Specialist II | 47,133 | 57,637 | 3.00 | 172,908 | 3.00 | 172,908 | 3.00 | 172,908 |
| 30000056 | Storekeeper/Acquisition Specialist III | 53,248 | 66,186 | 1.00 | 61,854 | 1.00 | 64,788 | 1.00 | 64,788 |
| 30000468 | Stores System Supervisor II | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30001078 | Sustainable Stormwater Division Mgr | 88,275 | 117,562 | 1.00 | 114,072 | 1.00 | 116,964 | 1.00 | 116,964 |
| 30000675 | Wastewater Collections System Manager | 94,931 | 128,627 | 1.00 | 128,628 | 1.00 | 128,628 | 1.00 | 128,628 |
| 30000676 | Wastewater Operations Group Manager | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000163 | Wastewater Operations Specialist | 58,614 | 68,328 | 4.00 | 263,604 | 5.00 | 329,940 | 5.00 | 329,940 |
| 30000161 | Wastewater Operator II | 51,022 | 63,586 | 41.00 | 2,549,686 | 41.00 | 2,573,577 | 41.00 | 2,573,577 |
| 30000674 | Wastewater Treatment Manager | 94,931 | 128,627 | 2.00 | 235,536 | 2.00 | 239,562 | 2.00 | 239,562 |
| 30000673 | Wastewater Treatment O&M Supervisor | 72,800 | 97,386 | 5.00 | 449,688 | 5.00 | 460,138 | 5.00 | 460,138 |
| 30000655 | Water Group Manager | 101,962 | 142,397 | 1.00 | 122,184 | 1.00 | 122,184 | 1.00 | 122,184 |
| 30000656 | Water Resources Program Manager | 72,800 | 97,386 | 5.00 | 461,898 | 5.80 | 548,468 | 5.80 | 548,468 |
| 30000659 | Watershed Division Manager | 88,275 | 117,562 | 1.00 | 88,272 | 1.00 | 102,924 | 1.00 | 102,924 |
| 30000667 | Watershed Revegetation Program Manager | 72,800 | 97,386 | 1.00 | 82,932 | 1.00 | 85,762 | 1.00 | 85,762 |
| 30000666 | Watershed Revegetation Program Supvr | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000660 | Watershed Services Group Manager | 101,962 | 142,397 | 1.00 | 122,070 | 1.00 | 127,074 | 1.00 | 127,074 |
| TOTAL FULL-TIME POSITIONS | | | | 537.00 | 42,911,118 | 552.30 | 44,545,104 | 552.30 | 44,545,104 |
| 30000321 | Botanic Spec II-Ntrl Resource Ecologist | 59,051 | 75,317 | 0.90 | 67,788 | 0.88 | 66,276 | 0.88 | 66,276 |
| 30000339 | Environmental Specialist-Generalist | 67,309 | 85,946 | 0.90 | 77,352 | 0.70 | 60,168 | 0.70 | 60,168 |
| TOTAL PART-TIME POSITIONS | | | | 1.80 | 145,140 | 1.58 | 126,444 | 1.58 | 126,444 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 1.00 | 64,080 | 0.00 | 2,628 | 0.00 | 2,628 |
| 30000359 | Engineering Associate, Sr-Electrical | 76,502 | 97,531 | 0.92 | 85,151 | 0.00 | 0 | 0.00 | 0 |
| 30000466 | Program Manager, Sr | 82,098 | 109,346 | 0.83 | 68,420 | 0.00 | 2,810 | 0.00 | 2,810 |
| TOTAL LIMITED TERM POSITIONS | | | | 2.75 | 217,651 | 0.00 | 5,438 | 0.00 | 5,438 |
| GRAND TOTAL | | | | 541.55 | 43,273,909 | 553.88 | 44,676,986 | 553.88 | 44,676,986 |

Public Utilities Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|------------------|--------------------|--------------------|---------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 249,685,278 | 0 | 249,685,278 | 539.88 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 619,094 | 0 | 619,094 | 3.00 | Condition Assessment |
| | 292,528 | 0 | 292,528 | 2.00 | Strategic Planning Initiative |
| | 356,490 | 0 | 356,490 | 1.00 | Regulatory and Permit Compliance |
| | 294,222 | 0 | 294,222 | 5.00 | Support for Continued Levels of Service |
| | 500,000 | 0 | 500,000 | 3.00 | Capital Programs and Support |
| | (48,443) | 0 | (48,443) | 0.00 | Reduction in General Fund for Tree program |
| | 360,694 | 0 | 360,694 | 0.00 | Data center move and other interagency changes |
| | (39,519) | 0 | (39,519) | 0.00 | Miscellaneous technical adjustments |
| | (95,256) | 0 | (95,256) | 0.00 | Misc interagency adjustments |
| Approved Budget Additions and Reductions | | | | | |
| | (104,638) | 0 | (104,638) | 0.00 | Technical adjustment; interagency |
| | 48,443 | 0 | 48,443 | 0.00 | Restoration of General Fund for Tree program |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | (3,850,000) | (3,850,000) | 0.00 | Delay of biogas utilization project |
| | 0 | 19,231 | 19,231 | 0.00 | Daycare relocation allocation |
| | 259,470 | 0 | 259,470 | 0.00 | Adjustment for refined benefits calculation |
| | 2,443,085 | (3,830,769) | (1,387,684) | 14.00 | Total FY 2016-17 Decision Packages |
| | | | 248,297,594 | 553.88 | Total Adopted Budget |

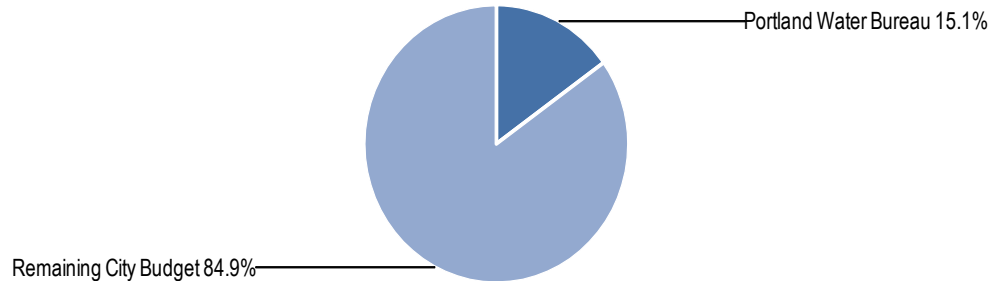
Portland Water Bureau

Public Utilities Service Area

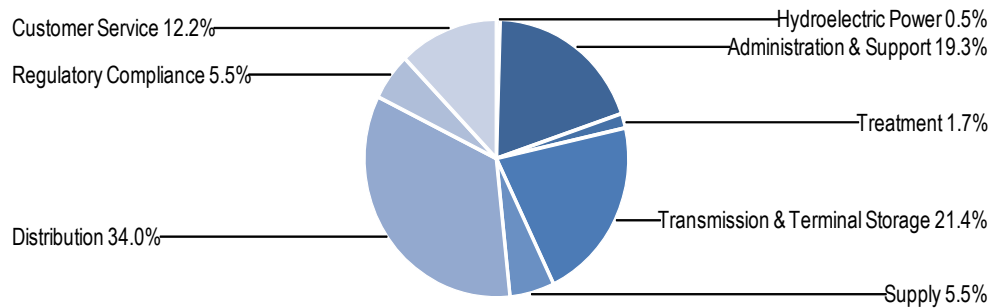
Nick Fish, Commissioner-in-Charge

Michael Stuhr, P.E., Administrator

Percent of City Budget



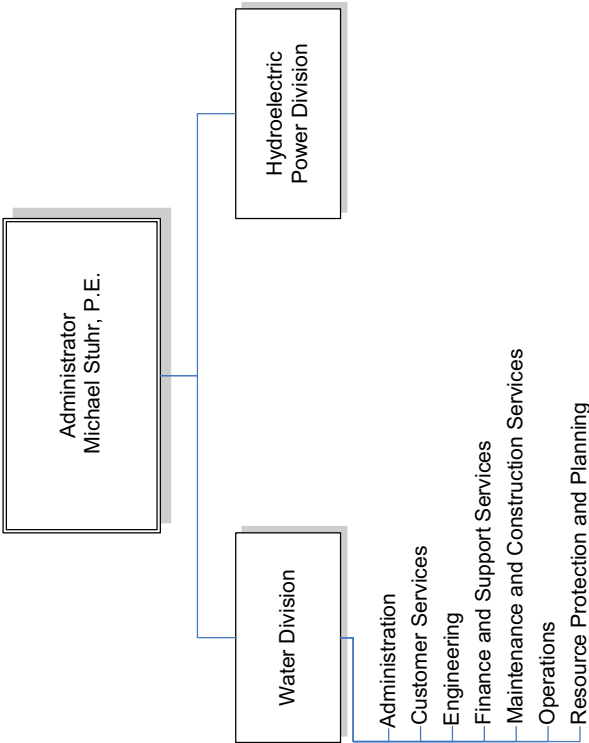
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 499,053,955 | 562,115,105 | 63,061,150 | 12.64 |
| Capital | 59,295,750 | 82,890,000 | 23,594,250 | 39.79 |
| Total Requirements | 558,349,705 | 645,005,105 | 86,655,400 | 15.52 |
| Authorized Positions | 569.90 | 577.55 | 7.65 | 1.34 |

Portland Water Bureau



Bureau Summary

Bureau Mission

The mission of the Portland Water Bureau is:

- ◆ To provide reliable water service to customers in the quantities they desire and at a quality level that meets or exceeds both customer and regulatory standards;
- ◆ To provide the highest value to customers through customer expectations, excellent business, management, and operational practices and appropriate application of innovation and technology;
- ◆ To be responsible stewards of the public's water infrastructure, fiscal, and natural resources; and,
- ◆ To provide the citizens and the City Council with a water system that supports their community objectives and overall vision for the City of Portland.

Bureau Overview

The Portland Water Bureau has two divisions, the Water and Hydroelectric Power Divisions. The Water Division is responsible for construction, maintenance, and operation of Portland's municipal water system. The bureau's Hydroelectric Power Division is responsible for all aspects of the Portland Hydroelectric Project (PHP) administration and operations.

Water Division

The Water Division ensures that the water system can provide a sufficient quantity of high-quality water to satisfy the existing and future needs of the community. Approximately 960,000 people, about one-quarter of the state's population, are served by the Water Division. Retail customers use about 60% of the water sold, and wholesale customers use the remaining 40%. Portland has wholesale contracts with 19 water purveyors, including cities, water districts, private water companies, and a people's utility district. Retail water sales account for approximately 85% to 90% of water sales revenue; wholesale accounts make up 10% to 15% of revenues.

The Water Division is organized around seven major programs that encompass all of the division's work:

- ◆ Supply - to protect and maintain the City's two water sources to ensure a reliable supply of high-quality water
- ◆ Treatment - to apply treatment processes to meet federal and state water regulations and ensure the water is safe to drink
- ◆ Transmission and Terminal Storage - to maintain the condition and reliable operation of the large pipes and large reservoirs that convey and store water between the supply sources and retail and wholesale distribution points
- ◆ Distribution - to maintain the condition and reliable operation of the pipes, pump stations, hydrants, valves, meters, pressure regulators, services, and other assets that convey water to retail customers in the city
- ◆ Regulatory Compliance - to monitor and meet multiple state and federal regulations for operating and providing water
- ◆ Customer Service - to assist customers and provide water efficiency resources, billing, collection, permitting, security of bureau properties, and emergency response

- ◆ Administration and Support - to provide asset management, strategic planning, financial management, data management, and human resource functions

Hydroelectric Power Division

The Hydroelectric Power Division is responsible for regulatory issues and power sales related to hydroelectric projects at two dams in the Bull Run watershed and the Vernon Station Hydroelectric Project. Staff coordinate with Portland General Electric on issues related to operations and power sales, ensure compliance with regulations, and coordinate project financial matters including the administration of Portland's Hydroelectric Power Revenue Refunding bonds and related trust indenture requirements.

Strategic Direction

The strategic direction of this budget is to continue to provide balance among the following priorities:

- ◆ Delivering an essential service at a reasonable value
- ◆ Aligning services with City priorities
- ◆ Providing customers with greater convenience in how they pay their water, sewer, and stormwater bills
- ◆ Repairing, rehabilitating, or replacing aging and high-risk assets
- ◆ Providing prudent financial management in the context of decreasing demand for water
- ◆ Continuing to meet all regulatory requirements
- ◆ Improving system reliability and resiliency
- ◆ Preparing and planning for emergencies

Key Priorities

The bureau's priorities follow Commissioner Fish's focus on four areas: capital project oversight, equity and diversity, communication, and priority initiatives identified by the Commissioner. Some of the expectations include:

- ◆ Continuing with on-time and on-budget delivery of capital projects that maintain quality drinking water, protect public health, comply with regulations, replace aging infrastructure, and ensure seismic resilience and emergency response capability.
- ◆ Developing measurements for the bureau's culturally diverse outreach program, broadening outreach strategies for recruitments to ensure diverse pools of candidates and expanding potential employee pools to promote fairness in hiring and promotion, and conducting staff development and succession planning, and ensuring the bureau's contracts continue to meet and exceed City goals for contractors certified through the Oregon State Office of Minority, Women, and Emerging Small Businesses.
- ◆ Developing a strategic communication plan and specific outreach plans for major capital projects including the Willamette River Crossing and the Washington Park Reservoir Improvement Project.

Budget Guidance

As in prior years, Commissioner Fish provided budget guidance to the Portland Water Bureau and Bureau of Environmental Services (BES) to submit a budget with a combined bill increase of no more than 5.0 percent. Mayor Hales' budget guidance for FY 2016-17 was to review the bureau's programs for realignments and efficiencies before asking for fee or rate increases in order to minimize any fee and rate increases.

Portland Utility Board (PUB)

The oversight groups for the FY 2016-17 budget development process have changed from prior years with the creation of the Portland Utility Board (PUB). The PUB replaces the Public Utility Review Board and the Budget Advisory Committees for the Portland Water Bureau and BES. The PUB is a 9-member citizen body created to strengthen oversight functions for the City's water, sewer and stormwater services. The Citizens' Utility Board (CUB) will continue to provide outside independent review of the Portland Water Bureau and BES on behalf of residential ratepayers. The PUB and CUB reviewed the bureau's FY 2016-17 Requested Budget, Five-Year Capital Improvement Plan, and the retail rate increase.

Forecast Retail Water Demand

Overall water demand has been decreasing since FY 2003-04, with relatively flat demand from FY 2010-11 through FY 2012-13 and a decline again in FY 2013-14. The bureau's water demand for FY 2014-15 was 25.7 million hundred cubic feet of water (ccf), or 0.3 million ccf below plan. This is an increase compared to FY 2013-14 retail water demand of 24.8 million ccf. Retail water sales for FY 2015-16 are forecast at 25.1 million ccf and are expected to meet or exceed the forecast. Water demand projections remain a key factor in setting water rates. As customers purchase less water, there is a corresponding loss in revenues that creates a need for either service reductions or rate increases due to proportionally fewer units (in ccf) of water sold to fund the fixed costs of the utility. More than 95% of Portland Water Bureau system costs are considered fixed in the short term.

Payment Card Industry (PCI) Standard Compliance

The bureau worked with the City Treasury office and the Information Security section of the Bureau of Technology Services to ensure the bureau is compliant with payment card industry (PCI) standards. Maintaining PCI compliance will have a budget impact as a result of increased processing fees, the potential for increased staff, and a possible decrease in account collectability. As a result, the bureau will be implementing an electronic payment application to ensure that the bureau continues to comply with PCI while restoring the electronic payment options that were previously available to customers.

Summary of Budget Decisions

Adds

The Water Divisions's total operating and capital budget is \$172.8 million with 575.30 FTE. The Adopted Budget includes five additions totaling \$2.5 million and 9.50 FTE. The capital program budget is \$82.9 million and the operating budget is \$89.9 million.

Regulatory Monitoring

The Portland Water Bureau is adding capabilities to the existing Water Quality Laboratory to perform in-house *Cryptosporidium* analysis for the purposes of continuing to achieve compliance with the bureau's Bull Run Treatment Variance (BRTV). The Adopted Budget includes one-time resources of \$360,900, funded by water sale revenues, and 2.0 FTE permanent positions within the Water Quality Laboratory to conduct *Cryptosporidium* analysis using the required EPA methods, as well as an additional, one-time \$130,000 during FY 2016-17 for laboratory operating supplies.

Community Information and Outreach

The Adopted Budget includes an additional \$243,200, funded by water sales revenues, in order to increase outreach to traditionally underserved communities and build capacity for upcoming large Capital Improvement Projects (CIP) by adding 2.0 FTE positions to the Community Information and Outreach Group.

Infrastructure Maintenance

The Infrastructure Maintenance package is a response to the growing need to optimize the bureau's approach to maintaining, upgrading, and protecting water system infrastructure. In addition to predictive and preventative maintenance, the bureau has a robust CIP program that continues to add new assets to the system that require maintenance. The budget includes an additional 3.5 FTE and \$292,600, funded by water sales revenues, to assist with the growing responsibility for new and aging infrastructure.

Information Processing

In order to maintain customer service standards, the budget includes an additional 2.0 FTE positions and \$249,600, funded by water sales revenues to assist the bureau in meeting City mandatory development review timelines as well as continuing to reach and improve upon its customer service goals.

Tabor Preservation Project

Resolution No. 37146 was adopted by City Council on July 15, 2015 to maintain, repair and preserve the Mt. Tabor reservoirs following disconnection. The bureau, and other City agencies as are necessary, are directed to work with the Mt. Tabor Neighborhood Association (MTNA) to prioritize maintenance, repair and preservation work identified in the 2009 Mt. Tabor Reservoirs Historic Structures Report totaling \$4 million to be accomplished over a four-year period beginning in FY 2016-17. City Council has approved \$750,000 in one-time General Fund resources for FY 2016-17. This funding includes \$400,000 to hire a preservationist, \$200,000 for internal costs, and \$150,000 for planning and permitting.

Solar Installation at Groundwater Pump Station

The budget also includes \$335,700 in one-time General Fund resources to support solar installations at three City facilities owned by the Parks Bureau, Water Bureau, and the Fire Bureau. Installing solar panels at the Water Bureau's Ground Water Pump Station is estimated to cost \$93,000 and to generate 45 kilowatts.

Water Rate

The FY 2016-17 retail water rate increase is 7.0%. The forecasted water rate increase for FY 2017-18 is 8.4%, FY 2018-19 is 8.3%, FY 2019-20 is 10.7% and FY 2020-21 is 8.1%.

Hydroelectric Power Division Budget

The Hydroelectric Power Division's operating budget is \$797,725. This budget supports the division's administrative and operational costs by using revenues generated from power sales. The division's budget includes 2.25 FTE positions.

Capital Summary

CIP Highlights

The Portland Water Bureau's Five-Year Capital Improvement Plan (CIP) includes \$474 million in direct water system investment needs for the five-year period beginning in FY 2016-17. The FY 2016-17 CIP budget is \$82.9 million in direct capital costs. The bureau's CIP budget consists of seven programs: Customer Service, Distribution, Regulatory Compliance and Water Quality, Supply, Administration and Support (Support), Transmission and Terminal Storage, and Treatment.

Several large CIP projects in the Transmission and Terminal Storage Program - including construction of the large enclosed finished water storage reservoirs at Powell and Kelly Buttes - were completed and closed out at the end of FY 2015-16. Disconnection of the Mt. Tabor reservoirs from the distribution system was completed in FY 2015-16; work to fulfill the construction permit requirements will continue into the five-year period. Construction of the seismically resilient covered storage at Washington Park is the last major Transmission and Terminal Storage project required for compliance with the Long Term 2 Enhanced Surface Water Treatment Rule (LT2 rule). This program is allocated about 38 percent of the five-year CIP budget.

About 46 percent of the proposed investments for the FY 2016-21 CIP are allocated to the bureau's Distribution Program. Large parts of the distribution system are many decades old, with some original elements that are near or at the end of their beneficial lives. Major projects include repairing, seismically upgrading, and replacing aging mains in several service areas; making replacements and repairs at three water pump stations and several storage tanks; replacing aging customer service piping, system meters, and hydrants; seismic strengthening for a key pipe crossing of the Willamette River; and completing upgrades to the bureau's Interstate Maintenance Facility work center and storage yard.

Projects in the Customer Service, Regulatory Compliance, Water Quality, Supply, Support, and Treatment Programs make up the remaining 16% of the CIP budget. Major projects include updates to address aging equipment at the Headworks Facility and treatment facilities and improvements to the electrical power supply at the Groundwater Pump Station.

Major Issues

The bureau's focus for the upcoming five-year period continues to be improving system reliability and resiliency. Ensuring system reliability includes addressing risks posed by assets with high consequences of failure, replacing aging and obsolete pipes and equipment, and making system adjustments to improve operations and better serve Portland's growing population centers. Resiliency efforts include improving the system's ability to withstand and recover from natural hazards such as earthquakes, floods, and landslides. Several major projects include measures to specifically ensure both reliability and resiliency. The FY 2016-17 Adopted Budget emphasizes the following key strategies and goals:

- ◆ Continuing compliance with all water-quality and environmental regulations
- ◆ Ensuring the reliability of the water system through cost-effective repair, rehabilitation, and replacement strategies
- ◆ Enhancing system resiliency to withstand seismic events and other natural hazards and being prepared to respond in such emergencies

Portland Water Bureau

Public Utilities Service Area

- ◆ Supporting citywide planning goals for growth and neighborhood improvement

Changes from Prior Year

The bureau continues to plan for providing long-term benefits and reducing risks. FY 2016-17 marks the beginning of a transition from major projects for regulatory compliance to major projects that address other risks. Three major projects necessary for compliance with the Long Term 2 Enhanced Surface Water Treatment Rule (LT2 rule) have been completed. The reservoirs at Powell Butte and Kelly Butte have already been put into service and the uncovered reservoirs at Mt. Tabor were disconnected from the distribution system in December 2015.

The biggest change in the FY 2016-17 CIP is related to the need to mitigate geotechnical issues and provide adequate seismic resilience at Washington Park. The additional measures add approximately \$65.5 million, in the comparable years between FY 2016-17 and FY 2019-20. The project total for the Willamette River Crossing remains about \$56 million, but the timing of the project has been revised from FY 2017-18. Most of the expenditure is now planned for FY 2018-19.

The CIP includes \$15.8 million in new major projects in FY 2016-17 including three additional distribution mains projects, remodeling a portion of the water quality control laboratory for *Cryptosporidium* testing, strengthening a conduit trestle crossing in Gresham, replacing flow control valves in Dam 1, funding to replace aging microwave communication equipment, and relocating the septic disposal field and upgrading the chlorine gas scrubber system at the Headworks Facility. These new projects help reduce risk, maintain system reliability, improve the bureau's ability to meet water-quality regulations, and assure employee safety.

Council Goals and Priorities

In 2015, the City's 2035 Comprehensive Plan was released to City Council. The plan includes a guiding framework for strategic growth and improvements. Major goals and policies include providing infrastructure to support healthy Portlanders, accessible neighborhoods with transportation options, and public safety. The bureau supports these goals through its mission of reliably providing excellent quality water that meets or exceeds all regulations; providing the highest value to customers through best practices; responsibly stewarding fiscal, natural, and built water resources; and providing a system that supports community objectives and the City's vision.

Criteria

Bureau projects in the CIP budget must meet at least one of the following criteria: compliance with water quality or environmental regulations, maintaining reliable service, supporting properly functioning equipment, reducing system risk, supporting other agencies' project needs, or ensuring emergency preparedness. The Portland Water Bureau selects projects for inclusion in the budget based on these criteria as well as the results of a benefit-cost analysis and consideration of the logistics of rate increases, the opportunities to share costs with interagency partners, opportunities for revenue, and regulatory requirements.

Capital Planning and Budgeting

Capital Planning Process

Most bureau project proposals are identified through long-range planning, studies such as master plans, and asset-specific analyses of systems, service areas, or groups of assets. Bureau decision-makers weigh individual projects against wider bureau issues and requirements. If projects are recommended to move forward, planning staff conducts detailed studies. The bureau uses industry practices in benefit-cost analysis and risk assessment to identify and weigh project alternatives.

Project initiation and planning includes several decision-making points. For major projects, an initial concept report includes evaluations of project alternatives and recommendations. The bureau's senior management uses the initial findings to narrow alternatives and approve next steps. If approved, a project undergoes more formal evaluation in a Project Validation Report. The Project Validation Report includes benefit-cost analysis and risk assessments, which weigh proposed solutions and identify benefits. The bureau selects and ranks capital projects with consideration for the magnitude and necessity of the project.

Each year, the bureau engages the public in developing its budget and the CIP. In the recent past, the Budget Advisory Committee (BAC), made up of citizen stakeholders and bureau staff and management, participated in a three-month process of reviewing processes, programs, and projects. In 2015, the newly formed Portland Utility Board (PUB) replaced the individual bureau BACs as well as the Public Utility Review Board. The PUB meets year-round and oversees financial plans, capital improvements, annual budget development, and rate-setting for the City's water, sewer and stormwater services.

In addition to the PUB, the city-wide budget review process provides additional opportunities for members of the community to give feedback on the budget. Lastly, all CIP projects that affect neighborhoods or require city, state, or federal permitting also include a period of public outreach and involvement.

Other Capital Planning Considerations

Supporting human health is a key part of the bureaus mission. The reliable delivery of clean water that exceeds regulatory standards is integral to all bureau programs and projects. Hydrant placement for fighting fires is also evaluated as part of capital project development.

Many bureau projects and programs support environmental health. The Bull Run Habitat Conservation Plan includes habitat improvement projects for endangered species affected by water supply operations. Renovation and new construction projects for occupied facilities incorporate sustainability goals wherever possible. Operational changes made through the bureaus Asset Management Program have reduced the use of resources, including energy sources, in some areas. The Carbon Footprint Report assesses the energy used to deliver water and measures bureau progress in lowering carbon emissions.

Building in resilience is part of the bureaus core mission. The Asset Management Program regularly evaluates assets at risk from natural or human-caused events and recommends methods to reduce risk and improve resiliency. Several of the bureaus major projects, including the water storage facilities at Powell Butte, Kelly Butte, and Forest Park Low Tank, include features to meet the current seismic code.

The Washington Park Reservoir Project includes extensive measures to strengthen the underground tank against movement from earthquakes and landslides. Another major project, the Willamette River Crossing, includes a design to ensure the flow of water to Portland's west side, should other pipes fail in a large earthquake.

The bureau's asset management work for FY 2016-17 includes an equity component. The bureau is planning to invite underrepresented customers to participate in a customer survey on bureau key service levels. Underrepresented customers include people in apartments (who do not receive sewer, stormwater, and water bills directly from the bureau), customers who may lack an Internet connection, and customers for whom English is not a first language. The bureau's goal is to gather information from a diverse group of customers.

City Comprehensive Plan

The 2035 Comprehensive Plan sets clear standards for maintaining and developing water system resources to ensure reliability, adequacy of supply, and water quality. The Comprehensive Plan also includes six integrated goals for prosperity, education, human health, environmental health, resilience, and equity.

The bureau's CIP program supports Comprehensive Plan goals and policies by providing for maintenance of the city's water system and developing new facilities in a proactive, strategic, and cost-effective manner. Capital projects provide planned and emergency repairs, new services, the replacement of aging assets, and improved or backup services to ensure the long-term expansion of neighborhoods and business centers.

The bureau's noncapital work also supports the Comprehensive Plan goals. Water Efficiency Program staff reach out to residents and businesses, offering education and technical assistance. The bureau actively educates the community about exposure to lead hazards and offers free tests for lead in drinking water. A financial assistance program, available to qualifying customers, provides a bill discount, crisis assistance voucher, and other services to low-income customers.

Financial Forecast Overview

The CIP is an integral element in the development of the bureau's financial plan because the size of the CIP has a significant effect on water rates. The mix of projects in the CIP is also important. Projects related to supply and transmission enhancements serve wholesale and retail customers alike. Costs are shared with wholesale customers; in contrast, costs for projects related to the distribution system are mostly allocated to retail customers. The method chosen to finance projects affects rates as well. Specifically, the balance between debt and cash financing affects the debt service coverage targets as do bond terms and structures.

Bureau staff has calculated the projected water rates for the five-year financial forecast based on the CIP, the operating budgets, and other factors affecting rates, such as projected demand estimates, inflation factors, and other economic factors such as interest rates.

Retail Rate Impact

The forecasted required revenue is based on total costs that are expected to be recovered from water sales. The revenue requirements must be allocated between wholesale and retail customers to determine the specific customer class rate revenue impact. Contractual provisions specify the method of allocating costs to wholesale customers. After deducting all other revenue sources, including wholesale revenues, the bureau's retail rate increase for FY 2016-17 is 7.0 percent.

Water Construction Fund

Capital investments in the water system are funded through the Water Construction Fund. The Water Construction Fund is financed from three major sources: net proceeds from revenue bond sales, transfers from the Water Fund (primarily water sales revenues), and construction fund revenues (system development charges, direct capital reimbursements, and interest earnings). These monies fund indirect capital costs (overhead and interest) as well as direct project costs. For this five-year CIP, approximately 36 percent of capital requirements are funded with current resources; the balance will be funded by bond proceeds.

Water Construction Fund Revenues

Revenues in the Water Construction Fund are determined mainly by the actions of external parties, with the majority of these revenues coming from service and main installations (\$5.5 million projected for FY 2016-17), system development charges (\$3.0 million projected in FY 2016-17) and interagency capital revenues (\$1.9 million projected for FY 2016-17).

Cash and Water Sales Financing

The bureau has two planning standards related to debt service coverage for rate setting. The bureau's target minimum debt service coverage ratio is 1.90 on first-lien bonds (1.25 per bond covenant). The debt service coverage ratio on combined first- and second- lien stabilized bonds is 1.75 stabilized net revenue (1.10 per bond covenant). In managing the second-lien stabilized test, the bureau employs a rate-stabilization account that also serves the dual purpose of a rainy day fund. The bureau manages these two ratios to optimize its capital financing strategies, thus maximizing its existing resources.

Debt Financing

Pursuant to the City Charter, state statutory authority, and City Council approval, the bureau may issue debt in the form of revenue bonds. By City Charter, the Water Construction Fund is the recipient of net proceeds from bond sales to fund capital improvements. Bond reserves are deposited in the Water Sinking Fund. The bureau plans to issue revenue bonds every twelve to eighteen months through FY 2020-21. Starting in FY 2021-2022, bond sales will be sold mainly on a biennial basis to provide necessary debt financing for the capital program. About \$92 million in revenue bonds are next scheduled for sale in the fall of 2016.

Operations & Maintenance and Capital Studies

The CIP also includes a small portion of project expenditures that cannot be funded through the Water Construction Fund. These expenditures generally occur as capital studies, preliminary engineering, and other work that does not meet the capital criteria of a betterment, improvement, or addition to the water system as set forth by City policy or industry practice. The CIP includes about \$3.9 million for operations and maintenance (O&M) and studies in FY 2016-17. The total amount budgeted for O&M and studies over the five years is \$21.9 million. As an operating cost, these are 100% cash-financed, usually from water sales.

Asset Management and Replacement Plan

The bureau's assets are currently valued at approximately \$8.2 billion. Although the bureau has been a diligent steward of its assets, some aging components are nearing the end of their useful lives. These aging assets make the bureau vulnerable to risks ranging from high operating costs for energy and maintenance to sudden catastrophic failure.

Asset management involves using engineering, economics, and business expertise to identify the most cost-effective way to maintain, repair, and replace assets. At the heart of asset management is risk assessment, consisting of an analysis of the likelihood and consequences of asset failure. The bureau is tracking its high risks and has addressed 60% of them, with plans to address another 35% underway.

The bureau has developed 19 separate asset class management plans that provide strategies for proactively managing asset risk. Another four are expected to be completed within the year. The Asset Management Program supports the bureau's goals to ensure the longest possible useful asset life as well as the most cost-effective replacement strategy.

Capital Programs and Projects

Capital Program Descriptions

Customer Service Program

The focus of the Customer Service program is customer contact, billing and collection, water conservation, and providing for the bureau's facilities and grounds, including the security function. One of the goals of this CIP program is to improve security and emergency preparedness for water system assets.

Distribution Program

The Distribution program provides water to customers through the system of distribution mains and related facilities. The Distribution program ensures the reliability and expansion of the piping, pumping, and storage network that primarily distributes water from terminal storage reservoirs to retail customers. The program provides for the ongoing installation and replacement needs for 2,100 miles of distribution mains, which includes control valves, fire hydrants, drinking fountains, and customer service connections, in addition to pump stations, storage tanks, large-diameter distribution-system transmission mains, and pressure-regulating stations. Several large elements of this system, about \$250 million worth, including some of the oldest pump stations and tanks, are nearing or have reached the end of their useful lives. Other capital projects in this program provide for the relocation of, and adjustments to, water pipes and facilities to accommodate transportation and other public-agency projects.

Regulatory Compliance Program

The Regulatory Compliance program provides for meeting federal and state standards for drinking water quality and for meeting environmental standards related to the bureau's operations in the Bull Run Watershed and the Columbia South Shore Well Field.

The bureau maintains an exemption to the federal Surface Water Treatment Rule that otherwise requires filtration for a water source. Maintaining this status requires management, monitoring, and reporting on the status of the water system in the Bull Run Watershed. Through the exemption, the bureau avoids the cost of building a treatment facility.

In addition, in 2012, OHA granted a variance to the LT2 requirement for treating the water for *Cryptosporidium*, a disease-causing microorganism. The variance will be in effect until April 2022 as long as the bureau is able to meet conditions for monitoring, maintaining legal protections, managing the watershed, and reporting. With this variance, the bureau avoids the cost of constructing and operating a water treatment facility.

Supply Program

The focus of the Supply program is maintaining the reliability of the water supply through effective management of the bureau's assets. The Supply program includes both the Bull Run Watershed and the Columbia South Shore Well Field. Projects in the Bull Run Watershed address the proper functioning of watershed assets, such as the dams and the intake and treatment facilities. Proper functioning of these assets helps the bureau to continue to operate an unfiltered system. Maintenance and large repairs to the groundwater facilities in the Columbia South Shore Well Field's are also included when needed.

Support Program

The Support program includes ongoing bureau work supporting other programs in areas such as finance, data management, project planning, master planning, and human resources. The bureau staff use asset management methods - such as evaluations of risk, life-cycle costs, and benefit-cost ratios - as part of the project planning process. Master planning identifies the need for, and timing of, improvements or infrastructure acquisition as well as the most effective asset-management strategies for investing in bureau assets. Human resources staff support the bureau's goals to attract and retain a diverse, high-caliber workforce.

Transmission and Terminal Storage Program

The Transmission and Terminal Storage program includes assets that convey water from water supply facilities to points in the retail distribution and the wholesale connection systems. Assets in this program include the large conduits, transmission mains, and the large terminal reservoirs--Powell Butte, Kelly Butte, and Washington Park. The program provides for the repair, rehabilitation, and replacement of these transmission system assets.

Treatment Program

The Treatment program provides for meeting or exceeding federal and state requirements for a public water system utilizing an unfiltered surface water source and a groundwater source. The program currently administers the application of chlorine, ammonia, and sodium hydroxide, and associated regulatory and process control monitoring. The bureau also operates under the terms of a 10-year variance from the portion of the LT2 rule that requires the treatment of Bull Run source water for *Cryptosporidium*.

Funding Sources

Projects are funded from a combination of net proceeds from revenue bond sales, water sales revenue, interagency and other construction fund revenues such as system development charges, and interest earnings. These monies fund indirect capital costs (overhead and interest) as well as direct project costs. For this five-year CIP, approximately 36% of capital requirements are funded with current resources; the balance will come from bond proceeds.

Following the scheduled bond sale in fall, 2016, additional sales are planned every 12 to 18 months through FY 2020-21. Proceeds totaling \$375 million are to be used to fund capital costs in the five-year period.

Capital revenues provide approximately \$55 million over the five years. Capital revenues include system development charges, new services or mains, City interagency revenues, and sales of assets. Cash-financed capital funding from rate revenues provide approximately \$157 million over the five years.

Major Projects

Customer Service

Beginning in FY 2016-17, the five-year CIP includes ongoing funding to replace and enhance security technology and complete minor improvements to grounds and non-operating facilities.

Distribution

The major projects in the distribution system address needs to improve system reliability and operations, strengthen elements for a seismic event and replace aging assets. Some projects fulfill several of these objectives. Major FY 2016-17 projects include (1) replacing the 100-year-old Fulton Pump Station (Hannah Mason Pump Station) to reduce energy costs, improve reliability, and strengthen the wholesale distribution system, (2) replacing a pipe in poor condition that crosses a major rail line, (3) installing a seismically resilient pipe crossing of the Willamette River, (4) improving the Greenleaf Pump Station to eliminate the need for the Penridge storage tank and improve fire flow near Forest Park, (5) upgrading the Verde Vista Pump Station so that it can supply both the Pittock and Calvary Tanks and provide for the decommissioning of Burnside Pump Station, and (6) replacing the Council Crest Tank roof to reduce the risk of failure during a wind, ice, or seismic event.

Other major Distribution program projects provide for the relocation of and adjustments to water pipes and facilities to accommodate for interagency projects. Completion of the Interstate Maintenance Facility rehabilitation is also included in this program.

Regulatory Compliance

The Adopted Budget includes capital funds for laboratory adjustments to accommodate analysis of Bull Run source water for *Cryptosporidium*. The changes to the laboratory will help the bureau continue to meet the conditions of the 10-year Bull Run Treatment Variance in lieu of constructing a treatment facility. The program also funds ongoing habitat improvements, described in the Bull Run Water Supply Habitat Conservation Plan, a regulatory agreement with the National Marine Fisheries Service.

Supply

Supply program projects for the Bull Run Watershed include four large road-repair projects. Segments of the primary access and primary backup roads to key water supply facilities are being resurfaced and repaired to improve vehicle safety. The five-year CIP also includes projects to replace aging, obsolete equipment and rehabilitate a septic system that no longer meets current code. These projects are slated to begin in FY 2016-17.

Projects in the Groundwater program focus on maintaining the installed capacity and reducing the vulnerability of the well field. This includes replacing some elements of the electrical supply equipment necessary to pump groundwater. The five-year CIP does not include a major expansion of the well field beyond the current capacity.

Support

The Support program includes funding each year for master planning for capital projects.

Transmission and Terminal Storage

The bureau met the December 31, 2015, deadline to disconnect the open reservoirs at Mt. Tabor from the drinking water system. The Tabor Reservoir Adjustments project should be close to completion by the end of FY 2016-17. Construction of Washington Park Reservoir 3 began in FY 2015-16 and will continue through the five-year period. As part of the bureau's focus on assessing and improving its large conduits, the FY 2016-17 budget includes a project to reinforce a conduit trestle bridge in Gresham.

Treatment

Projects in the Treatment program provide needed reliability improvements at the water intake and treatment facilities. Proper functioning of these assets helps the bureau to continue to operate an unfiltered system. For FY 2016-17, the replacement of an emergency standby generator, fuel tank, and related electrical components continues at the Headworks Facility in the Bull Run Watershed. The bureau is also replacing a Headworks chlorine gas scrubber that is at the end of its useful life.

Net Operating and Maintenance Costs

Operating and maintenance (O&M) costs, when applicable, are estimated as part of the project feasibility study and preliminary evaluations. The costs generally include labor, electricity or fuel, and chemicals. Changes in the cost of energy and chemicals are normally much easier to identify and estimate than labor or efficiency savings.

Much of the CIP is dedicated to the ongoing renewal and replacement of the core components of the water system: the pipes, valves, hydrants and other system appurtenances used to distribute water to customers. These long-life passive assets, typically buried and not visible, do not require much in the way of regular O&M. Following initial installation, only occasional specific maintenance is conducted, such as flushing pipelines, verifying water control valve operation and testing fire hydrant flow. Due to the large inventory of these assets, completed renewal projects may result in only a nominal net change in O&M costs because the site-specific maintenance cost is so minimal.

For example, the replacement of pipes with a high frequency of leaks will result in reduced reactive O&M due to fewer leak repairs. However, the relatively small percentage of pipe length replaced in any given year will not appreciably alter the O&M budget. Other infrastructure, such as pump station improvements, may increase O&M costs when additional facilities are constructed or capacity added. Most improvements are to reconstruct existing facilities, and the net change in O&M expense is insignificant.

When new facilities are built, the O&M cost can affect water rates and would be included in the forecast.

Supply

| | |
|---|---|
| Description | The provision of water in the quantities desired by customers is a key portion of the mission of the bureau. The Supply Program is focused on providing the water to retail and wholesale customers. The program includes both water from the Bull Run Watershed and water from the Columbia South Shore Well Field. In total, these systems supply a population of nearly 960,000 people and Portland-area businesses. |
| Goals | This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. |
| Performance | The bureau's target is that the Bull Run Watershed provides 95% or more of the City's annual water supply under normal operating conditions. |
| Changes to Services and Activities | As part of the Adopted Budget, 0.4 FTE of an Electrician was added to the Supply Program to supplement the increased preventative maintenance from large capital projects completed in the last two years, including Dam 2 Tower and Powell Butte, which include significant new electrical systems. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 20.00 | 23.00 | 23.00 | 23.00 | 23.00 |
| Expenditures | | | | | |
| Bull Run Watershed | 3,556,990 | 4,841,457 | 4,375,413 | 6,772,106 | 6,772,106 |
| Groundwater | 2,028,648 | 1,692,853 | 3,737,719 | 2,712,456 | 2,712,456 |
| Total Expenditures | 5,585,638 | 6,534,310 | 8,113,132 | 9,484,562 | 9,484,562 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Percentage of city's water supply provided by Bull Run watershed under normal operating conditions | 99% | 98% | 95% | 95% | 95% |

Treatment

| | |
|---|--|
| Description | The Treatment Program provides for meeting or exceeding the federal and state requirements for a public water system utilizing an unfiltered surface water source as well as a groundwater source. This program currently provides for the application of chlorine, ammonia, and sodium hydroxide, and the associated regulatory and process control monitoring. |
| Goals | This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Treatment Program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. |
| Performance | The bureau's target is to have no violations of state and federal drinking water regulations (see Regulatory Compliance section). |
| Changes to Services and Activities | No significant changes from prior year. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| Expenditures | | | | | |
| Water Program Treatment | 4,115,203 | 2,890,005 | 3,091,734 | 2,949,647 | 2,949,647 |
| Total Expenditures | 4,115,203 | 2,890,005 | 3,091,734 | 2,949,647 | 2,949,647 |

Transmission & Terminal Storage

| | |
|---|--|
| Description | The Transmission and Terminal Storage Program is for the conveyance of water from the supply sources to the city, including the terminal storage reservoirs at Powell Butte, Kelly Butte and Washington Park. |
| Goals | This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Transmission and Terminal Storage Program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. |
| Performance | There are no simultaneous conduit or transmission main outages that cause disruption of service to customers except in the case of natural vulnerability events that occur less often than once every 100 years or in the case of planned maintenance shutdowns. |
| Changes to Services and Activities | The budget reflects an increase in this program, including the addition of 0.5 FTE to address the growing need to optimize the bureau's approach to maintaining, upgrading, and protecting water system infrastructure. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| Expenditures | | | | | |
| Conduits/Transmission | 1,108,193 | 1,667,994 | 1,041,619 | 2,584,873 | 2,584,873 |
| Terminal Reservoirs | 60,417,387 | 39,063,823 | 14,133,564 | 34,604,474 | 34,604,474 |
| Total Expenditures | 61,525,580 | 40,731,817 | 15,175,183 | 37,189,347 | 37,189,347 |

Distribution

| | |
|---|--|
| Description | The Distribution Program is directed at the reliable conveyance of water from the terminal storage reservoirs through the customer meters. This program includes tanks to store water and maintain system pressures, meters to accurately record usage for billing purposes, hydrants for fire-protection and line-flushing purposes, and valves to alter or stop water flows under various circumstances such as line breaks or fire needs. This program includes the repair, rehabilitation, or replacement of distribution system assets. |
| Goals | This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Distribution Program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. |
| Performance | <p>The program continues the following performance goals:</p> <ul style="list-style-type: none"> ◆ No more than 5% of customers will be out of water for more than 8 hours a year ◆ No customer will be out of water more than three times per year ◆ Maintains a minimum service pressure of 20 pounds per square inch (psi) during normal demands 99% of the time ◆ Meet at least 80% of standards established for inspection, testing, repair and replacement of assets that are identified as medium, high or extreme risk ◆ More than 90% of flow control valves operate when needed |
| Changes to Services and Activities | The operating budget reflects an increase of about \$60,000 and 1.10 FTE to address the growing need to optimize the bureau's approach to maintaining, upgrading, and protecting water system infrastructure. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 244.00 | 213.00 | 192.00 | 193.50 | 193.50 |
| Expenditures | | | | | |
| Distribution Mains | 16,656,779 | 19,831,430 | 19,080,806 | 24,625,247 | 24,625,247 |
| Field Support | 26,558,147 | 23,564,574 | 12,989,062 | 8,457,172 | 8,577,172 |
| Fountains | 347,818 | 100,547 | 99,683 | 105,290 | 105,290 |
| Hydrants | 3,408,677 | 4,486,753 | 2,854,046 | 2,367,685 | 2,367,685 |
| Meters | 2,392,234 | 2,636,886 | 2,647,608 | 2,758,680 | 2,758,680 |
| Pump Stations/Tanks | 10,444,919 | 10,029,542 | 15,029,512 | 12,687,938 | 12,687,938 |
| Services | 9,555,517 | 11,479,848 | 7,138,857 | 6,508,524 | 6,508,524 |
| Valves/Gates/Regulators | 916,356 | 1,091,941 | 806,560 | 1,365,416 | 1,365,416 |
| Total Expenditures | 70,280,447 | 73,221,521 | 60,646,134 | 58,875,952 | 58,995,952 |

Portland Water Bureau

Public Utilities Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Number of unplanned events leading to customers out of water for more than eight hours | 1 | 1 | 2 | 2 | 2 |
| Percentage of identified high risk assets addressed | 96% | 91% | 80% | 80% | 80% |
| Effectiveness | | | | | |
| Percentage of flow control valves operational when needed | 100% | 100% | 90% | 90% | 90% |

Regulatory Compliance

| | |
|---|--|
| Description | The Regulatory Compliance Program has primarily focused on meeting or exceeding all federal and state water quality requirements as well as other regulatory standards, including compliance with the Endangered Species Act, proper disposal of dechlorinated water, and various monitoring requirements. |
| Goals | This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Regulatory Compliance Program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. |
| Performance | The bureau's goal is to have 100% compliance with state and federal drinking water quality regulations and 100% compliance with environmental regulations (including National Pollutant Discharge Elimination System permit requirements, Clean Water Act requirements, and Endangered Species Act requirements). |
| Changes to Services and Activities | The Adopted Budget adds \$361,000 of one-time resources, funded by water sales revenues, and 2.00 FTE added to support the addition of capabilities to the Bureau's existing Water Quality Laboratory to perform in-house Cryptosporidium analysis as outlined in the decision package. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 45.00 | 45.00 | 48.00 | 50.00 | 50.00 |
| Expenditures | | | | | |
| Regulatory Compliance | 23,296,268 | 6,919,173 | 7,622,835 | 9,502,687 | 9,502,687 |
| Total Expenditures | 23,296,268 | 6,919,173 | 7,622,835 | 9,502,687 | 9,502,687 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Number of violations of state and federal drinking water quality regulations | 1 | 0 | 0 | 0 | 0 |
| Number of violations of state and federal environmental regulations | 2 | 0 | 0 | 0 | 0 |

Customer Service

| | |
|---|--|
| Description | The Customer Service Program provides services including customer billing, payment collection, and staffing a call center for water, sewer, and stormwater services. It also provides water conservation, security, and grounds maintenance services for the Water Bureau. Emergency management and preparedness activities related to resilience and disaster recovery are funded through this program as well. |
| Goals | This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Customer Service Program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water. |
| Performance | <p>The bureau's measures of program performance include the following goals:</p> <ul style="list-style-type: none"> ◆ Answer 80% of calls within two minutes ◆ Respond to 95% of customer inquiries or requests within five days ◆ Maintain a target of 75% of customers giving high or very high ratings on the Auditor's survey ◆ Work to increase the number of customer accounts that will be paid electronically to exceed 40% ◆ Reduce the bureau's carbon emissions from 2007 levels ◆ Increase the percent of energy use from new renewable sources from 2007 levels |
| Changes to Services and Activities | This program is increasing by \$1.5 million and 3.4 FTE. Electronic bill payments have increased the annual bank fees over the last few years. It is anticipated that actual bank fees incurred by the bureau will exceed budgeted amounts in this fiscal year. The increase to this program also includes costs to implement the new PCI compliance payment methods. Engineering Tech II and Engineering Tech III positions have been added to Development Services section to assist with the increased workload to meet mandatory deadlines related to increased plan reviews. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 116.80 | 111.50 | 111.60 | 114.70 | 114.70 |
| Expenditures | | | | | |
| Conservation/Sustainability | 769,590 | 704,850 | 1,034,271 | 935,479 | 935,479 |
| Customer Services | 13,221,905 | 13,881,227 | 15,973,229 | 17,336,353 | 17,332,941 |
| Grounds/Parks | 695,805 | 596,149 | 652,672 | 715,161 | 715,161 |
| Security/Emergency Management | 4,620,612 | 1,672,955 | 2,271,600 | 2,186,888 | 2,186,888 |
| Total Expenditures | 19,307,912 | 16,855,181 | 19,931,772 | 21,173,881 | 21,170,469 |

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|----------------------------|------------------------------|
| Key Performance Measure | | | | | |
| Average minutes that customers are on hold before speaking to a customer service representative | 1.52 | 1.50 | 2.00 | 2.00 | 2.00 |
| Effectiveness | | | | | |
| Percentage of customers giving high or very high ratings on Auditor's Survey | 62% | NA | 75% | 75% | 75% |
| Capacity of new renewable energy sources, kilowatts | 323 | 422 | 400 | 400 | 400 |
| Efficiency | | | | | |
| Percentage of customer inquiries or requests responded to within five business days | 99% | 98% | 95% | 95% | 95% |
| Percentage of calls answered within 60 seconds | 43% | 65% | 80% | 80% | 80% |
| Percentage of customer payment transactions made through preferred methods | 54% | 59% | 50% | 50% | 50% |
| Bureau's annual carbon emissions in metric tons of CO2e | 9,062 | NA | 14,008 | 14,008 | 14,008 |

Administration & Support

Description The Administration & Support Program provides financial management, strategic and asset management planning, data management, and human resource functions for the bureau.

Goals This program supports the City goal of promoting economic vitality and opportunity, especially in providing high-quality, affordable public utility services. The Administration & Support Program also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to providing safe drinking water.

Performance The bureau has a goal of maintaining net revenues to provide at least 1.90 times debt service coverage on first-lien bonds, and maintaining stabilized net revenues to provide at least 1.75 times coverage on the combined annual debt service for both first and second-lien bonds. The bureau has achieved these goals in prior years and plans to achieve these goals in FY 2016-17.

Changes to Services and Activities The Mt. Tabor Preservation decision package is included in this program. Further, 2.0 FTE are being added to the Community Outreach and Information department in order to support the goal of increasing outreach to traditionally underserved communities and to build capacity for upcoming large CIP projects such as Washington Park and Willamette River Crossing.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 150.60 | 172.60 | 193.05 | 194.10 | 194.10 |
| Expenditures | | | | | |
| Bureau Support | 17,380,969 | 18,645,147 | 20,154,332 | 22,378,593 | 22,372,005 |
| Data Management | 2,696,091 | 2,888,830 | 2,909,977 | 3,231,731 | 3,231,731 |
| Employee Investment | 1,575,964 | 1,829,920 | 1,879,703 | 2,241,697 | 2,241,697 |
| Facilities | 13,874 | 0 | 0 | 0 | 0 |
| Planning | (17,606,218) | (13,403,697) | 5,624,807 | 5,672,346 | 5,672,346 |
| Total Expenditures | 4,060,680 | 9,960,200 | 30,568,819 | 33,524,367 | 33,517,779 |

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Maintain water revenue bond AAA credit rating | 100% | 100% | 100% | 100% | 100% |
| Effectiveness | | | | | |
| Debt service coverage at 1.90 on first lien bonds | 3.12 | 3.36 | 1.90 | 1.90 | 1.90 |
| Debt service coverage at 1.75 on both first and second lien bonds | 1.81 | 1.83 | 1.75 | 1.75 | 1.75 |
| Percentage of budgeted Capital Improvement Plan expended | 98% | 90% | 100% | 100% | 100% |
| Efficiency | | | | | |
| Percentage of projects forecast to be completed within three months of planned date | 100% | 78% | 80% | 80% | 80% |

Hydroelectric Power

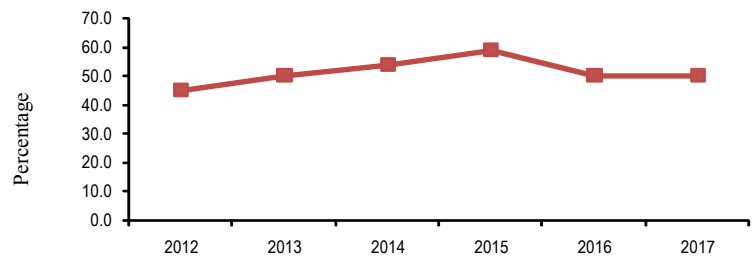
| | |
|---|---|
| Description | The Hydroelectric Power program provides for administrative, operational, and regulatory oversight for the Portland Hydroelectric Project (PHP). Program staff provide day-to-day oversight and coordination for the operation of the PHP, which includes the control of the levels in the City's Bull Run reservoirs, the withdrawal of water from the reservoirs, and release of water downstream for compliance with in-stream regulatory targets. Program staff coordinate all issues associated with the sales of generated power to Portland General Electric; the administration of the Hydroelectric Power Revenue Refunding bonds and related trust indenture requirements, and state and federal dam safety requirements associated with the PHP; the Vernon Station Hydroelectric Project; and the Washington Park and Mt. Tabor dams. |
| Goals | This program supports the City goal of delivering efficient, effective, and accountable municipal services. It also supports the City goal of protecting and enhancing the natural and built environment, particularly with respect to its oversight and coordination of dam safety issues and the ongoing operation of the PHP on the Bull Run River. |
| Performance | In FY 2015-16 the amount of power generated by the PHP was equal to 85% of its long-term annual average. For FY 2016-17, that generation is projected at approximately 96% of the long-term average. In FY 2015-16, this program's staff provided all required oversight and support for the bureau's power projects and dams. |
| Changes to Services and Activities | The Hydroelectric Power Operating Fund profits that are transferred to the City's General Fund are anticipated to be \$200,000 in FY 2016-17. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 3.00 | 2.25 | 2.25 | 2.25 | 2.25 |
| Expenditures | | | | | |
| Hydroelectric Power | 601,752 | 473,773 | 981,667 | 797,730 | 797,730 |
| Total Expenditures | 601,752 | 473,773 | 981,667 | 797,730 | 797,730 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Amount of power sold to Portland General Electric in megawatt hours | 85,749 | 72,248 | 82,100 | 85,500 | 85,500 |
| Efficiency | | | | | |
| Amount of transfer of hydropower profits to General Fund | \$300,000 | \$400,000 | \$400,000 | \$200,000 | \$200,000 |

Performance Measures

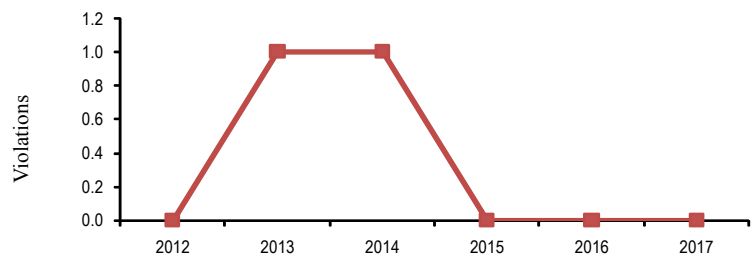
Percentage of customer accounts paid electronically

In FY 2014-15 about 59% of the customers paid electronically compared to the goal of 50%.



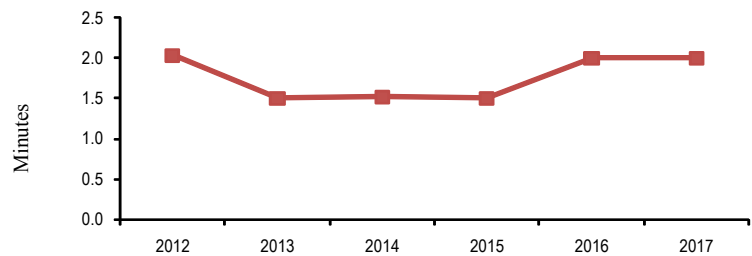
Number of Violations of State and Federal Drinking Water Quality Regulations

The bureau's goal is to have zero violations per year.



Average Time that Customers are on Hold

In FY 2014-15 the average hold time was 1:50 minutes compared to the goal of less than 2:00 minutes.



| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 141,318,234 | 156,843,158 | 161,665,183 | 165,665,337 | 165,665,337 |
| Intergovernmental | 1,241,302 | 631,446 | 625,900 | 555,000 | 555,000 |
| Bond & Note | 0 | 92,617,900 | 0 | 91,875,000 | 91,875,000 |
| Miscellaneous | 6,394,840 | 6,010,660 | 2,998,545 | 3,413,770 | 3,413,770 |
| Total External Revenues | 148,954,376 | 256,103,164 | 165,289,628 | 261,509,107 | 261,509,107 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 225,975,038 | 183,210,604 | 174,472,663 | 179,612,612 | 179,612,612 |
| Interagency Revenue | 3,503,238 | 3,044,570 | 3,106,820 | 3,544,320 | 3,534,320 |
| Total Internal Revenues | 229,478,276 | 186,255,174 | 177,579,483 | 183,156,932 | 183,146,932 |
| Beginning Fund Balance | 267,340,950 | 174,815,226 | 215,480,594 | 200,349,066 | 200,349,066 |
| Total Resources | \$645,773,602 | \$617,173,564 | \$558,349,705 | \$645,015,105 | \$645,005,105 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 57,538,978 | 58,660,238 | 64,276,153 | 66,704,235 | 66,704,235 |
| External Materials and Services | 23,069,431 | 26,127,680 | 31,798,132 | 30,279,771 | 30,242,593 |
| Internal Materials and Services | 18,990,322 | 19,377,045 | 21,129,091 | 20,632,167 | 20,779,345 |
| Capital Outlay | 89,174,747 | 53,421,017 | 28,927,900 | 55,882,000 | 55,882,000 |
| Total Bureau Expenditures | 188,773,478 | 157,585,980 | 146,131,276 | 173,498,173 | 173,608,173 |
| Fund Expenditures | | | | | |
| Debt Service | 50,905,676 | 55,855,404 | 56,631,137 | 60,698,563 | 60,698,563 |
| Contingency | 0 | 0 | 115,188,813 | 102,913,703 | 102,889,753 |
| Fund Transfers - Expense | 231,279,222 | 188,687,886 | 180,597,703 | 185,300,168 | 185,204,118 |
| Debt Service Reserves | 0 | 0 | 38,638,949 | 43,281,348 | 43,281,348 |
| Total Fund Expenditures | 282,184,898 | 244,543,290 | 391,056,602 | 392,193,782 | 392,073,782 |
| Ending Fund Balance | 174,815,226 | 215,044,294 | 21,161,827 | 79,323,150 | 79,323,150 |
| Total Requirements | \$645,773,602 | \$617,173,564 | \$558,349,705 | \$645,015,105 | \$645,005,105 |
| Programs | | | | | |
| Administration & Support | 4,060,680 | 9,960,200 | 30,568,819 | 33,524,367 | 33,517,779 |
| Customer Service | 19,307,912 | 16,855,181 | 19,931,772 | 21,173,881 | 21,170,469 |
| Distribution | 70,280,447 | 73,221,521 | 60,646,134 | 58,875,952 | 58,995,952 |
| Hydroelectric Power | 601,752 | 473,773 | 981,667 | 797,730 | 797,730 |
| Hydroelectric Power Administration | (2) | 0 | 0 | 0 | 0 |
| Regulatory Compliance | 23,296,268 | 6,919,173 | 7,622,835 | 9,502,687 | 9,502,687 |
| Supply | 5,585,638 | 6,534,310 | 8,113,132 | 9,484,562 | 9,484,562 |
| Transmission & Terminal Storage | 61,525,580 | 40,731,817 | 15,175,183 | 37,189,347 | 37,189,347 |
| Treatment | 4,115,203 | 2,890,005 | 3,091,734 | 2,949,647 | 2,949,647 |
| Total Programs | 188,773,478 | \$157,585,980 | \$146,131,276 | \$173,498,173 | \$173,608,173 |

Public Utilities Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|--|-------------|------------|------------|--------------|------------|------------|------------|--------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| Customer Service | | | | | | | | |
| Security and Emergency Mgt | 0 | 313,000 | 66,000 | 66,000 | 66,000 | 66,000 | 66,000 | 330,000 |
| Total Customer Service | 0 | 313,000 | 66,000 | 66,000 | 66,000 | 66,000 | 66,000 | 330,000 |
| Distribution | | | | | | | | |
| Cornell Road Services to Macleay | 77,510 | 107,000 | 652,000 | 1,000 | 0 | 0 | 0 | 653,000 |
| Council Crest Tank Roof | 0 | 155,000 | 163,000 | 442,000 | 0 | 0 | 0 | 605,000 |
| Distribution Mains | 0 | 11,873,650 | 14,276,000 | 16,499,000 | 13,650,000 | 15,735,000 | 20,000,000 | 80,160,000 |
| Field Support | 0 | 3,246,000 | 3,855,000 | 3,932,000 | 3,932,000 | 3,976,000 | 3,976,000 | 19,671,000 |
| Fulton Pump Station Improvements | 5,430,416 | 7,030,000 | 4,215,000 | 0 | 0 | 0 | 0 | 4,215,000 |
| Greenleaf Pump Station | 243,370 | 300,000 | 140,000 | 1,000,000 | 40,000 | 0 | 0 | 1,180,000 |
| Hydrants | 0 | 1,812,500 | 1,369,000 | 1,369,000 | 1,369,000 | 1,369,000 | 1,369,000 | 6,845,000 |
| Interstate Facility Rehabilitation | 43,901,214 | 5,298,000 | 400,000 | 0 | 0 | 0 | 0 | 400,000 |
| Meters | 0 | 1,092,000 | 1,139,000 | 1,139,000 | 1,139,000 | 1,139,000 | 1,139,000 | 5,695,000 |
| N Jantzen Ave west of Pavilion | 49,685 | 59,000 | 1,135,000 | 15,000 | 0 | 0 | 0 | 1,150,000 |
| Penridge Mains | 0 | 0 | 300,000 | 230,000 | 2,000,000 | 0 | 0 | 2,530,000 |
| Pump Stations and Tanks | 0 | 757,000 | 1,413,000 | 788,000 | 1,610,000 | 3,286,000 | 3,286,000 | 10,383,000 |
| SE Flavel St from Henderson | 54,458 | 443,000 | 5,000 | 0 | 0 | 0 | 0 | 5,000 |
| Services | 0 | 4,957,500 | 4,545,000 | 4,545,000 | 4,545,000 | 4,545,000 | 4,545,000 | 22,725,000 |
| SW Bancroft Terr near Terwilliger | 98,100 | 78,000 | 306,000 | 0 | 0 | 0 | 0 | 306,000 |
| SW Flower Terrace at Dosch | 10,520 | 60,000 | 458,000 | 23,000 | 0 | 0 | 0 | 481,000 |
| SW Nevada and Macadam | 65,902 | 584,000 | 5,000 | 0 | 0 | 0 | 0 | 5,000 |
| SW Vista Ave from Spring St to Laurel St | 12,359 | 0 | 493,000 | 298,000 | 0 | 0 | 0 | 791,000 |
| Verde Vista PS Improvements | 0 | 65,000 | 65,000 | 100,000 | 800,000 | 65,000 | 0 | 1,030,000 |
| Willamette Blvd Bridge Main Replacement | 0 | 0 | 250,000 | 860,000 | 440,000 | 2,670,000 | 280,000 | 4,500,000 |
| Willamette River Pipe Crossing | 805,229 | 250,000 | 2,520,000 | 12,450,000 | 39,700,000 | 100,000 | 0 | 54,770,000 |
| Total Distribution | 50,748,763 | 38,167,650 | 37,704,000 | 43,691,000 | 69,225,000 | 32,885,000 | 34,595,000 | 218,100,000 |
| Regulatory Compliance | | | | | | | | |
| Water Quality and Regulatory | 0 | 958,500 | 1,964,000 | 2,328,000 | 2,278,000 | 2,278,000 | 2,278,000 | 11,126,000 |
| Water Quality Lab Remodel | 0 | 0 | 400,000 | 50,000 | 0 | 0 | 0 | 450,000 |
| Total Regulatory Compliance | 0 | 958,500 | 2,364,000 | 2,378,000 | 2,278,000 | 2,278,000 | 2,278,000 | 11,576,000 |
| Supply | | | | | | | | |
| Bull Run Watershed | 0 | 243,600 | 392,000 | 96,000 | 2,278,000 | 3,417,000 | 3,500,000 | 9,683,000 |
| Dam 1 Needle Valve Replacement | 0 | 0 | 370,000 | 2,430,000 | 460,000 | 0 | 0 | 3,260,000 |
| Groundwater | 0 | 718,500 | 515,000 | 570,000 | 570,000 | 570,000 | 1,000,000 | 3,225,000 |
| Groundwater Electrical Supply | 349,959 | 500,000 | 525,000 | 0 | 0 | 0 | 0 | 525,000 |
| Headworks Septic System Replacement | 0 | 0 | 65,000 | 410,000 | 0 | 0 | 0 | 475,000 |
| Microwave Communications System | 0 | 0 | 518,000 | 1,626,000 | 0 | 0 | 0 | 2,144,000 |
| Road 10 MP 3.0 - 4.6 | 136,812 | 160,000 | 1,165,000 | 0 | 0 | 0 | 0 | 1,165,000 |
| Road 10 MP 4.6 - 6.2 | 41,709 | 121,000 | 858,000 | 0 | 0 | 0 | 0 | 858,000 |

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|--|-------------------|-------------------|-------------------|--------------------|--------------------|-------------------|-------------------|--------------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| Road 10H MP 10.95 to 12.56 | 0 | 120,000 | 161,000 | 1,018,000 | 0 | 0 | 0 | 1,179,000 |
| Road 10R MP 28.77 to 31.85 | 0 | 60,000 | 200,000 | 740,000 | 1,100,000 | 0 | 0 | 2,040,000 |
| Total Supply | 528,480 | 1,923,100 | 4,769,000 | 6,890,000 | 4,408,000 | 3,987,000 | 4,500,000 | 24,554,000 |
| Support | | | | | | | | |
| Planning | 0 | 2,184,000 | 2,278,000 | 2,848,000 | 2,848,000 | 2,848,000 | 2,848,000 | 13,670,000 |
| Total Support | 0 | 2,184,000 | 2,278,000 | 2,848,000 | 2,848,000 | 2,848,000 | 2,848,000 | 13,670,000 |
| Transmission/Terminal Storage | | | | | | | | |
| Conduits and Transmission Mains | 0 | 126,000 | 1,104,000 | 2,848,000 | 5,684,000 | 15,645,000 | 15,645,000 | 40,926,000 |
| Gresham Conduit 2 Trestle Upgrades | 0 | 0 | 250,000 | 655,000 | 230,000 | 0 | 0 | 1,135,000 |
| Rockwood PUD Meter | 79,990 | 200,000 | 5,000 | 0 | 0 | 0 | 0 | 5,000 |
| Tabor Reservoir Adjustments | 1,793,621 | 3,337,000 | 2,800,000 | 159,000 | 0 | 0 | 0 | 2,959,000 |
| Terminal Reservoirs | 0 | 235,000 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 | 550,000 |
| Washington Park | 14,062,747 | 4,510,000 | 31,000,000 | 50,000,000 | 31,000,000 | 19,000,000 | 4,500,000 | 135,500,000 |
| Total Transmission/Terminal Storage | 15,936,358 | 8,408,000 | 35,269,000 | 53,772,000 | 37,024,000 | 34,755,000 | 20,255,000 | 181,075,000 |
| Treatment | | | | | | | | |
| Chlorine Scrubber Replacement | 0 | 0 | 85,000 | 400,000 | 0 | 0 | 0 | 485,000 |
| Headworks Generator Improvements | 43,556 | 285,500 | 300,000 | 890,000 | 145,000 | 0 | 0 | 1,335,000 |
| Treatment | 0 | 100,000 | 55,000 | 55,000 | 548,000 | 10,952,000 | 10,952,000 | 22,562,000 |
| Total Treatment | 43,556 | 385,500 | 440,000 | 1,345,000 | 693,000 | 10,952,000 | 10,952,000 | 24,382,000 |
| Total Requirements | 67,257,157 | 52,339,750 | 82,890,000 | 110,990,000 | 116,542,000 | 87,771,000 | 75,494,000 | 473,687,000 |

Public Utilities Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 41,579 | 59,779 | 1.00 | 59,784 | 1.00 | 59,784 | 1.00 | 59,784 |
| 30000063 | Accountant II | 54,371 | 68,453 | 3.00 | 189,843 | 3.00 | 195,939 | 3.00 | 195,939 |
| 30000064 | Accountant III | 59,862 | 75,296 | 1.00 | 73,116 | 1.00 | 74,936 | 1.00 | 74,936 |
| 30000560 | Accountant, Systems | 62,795 | 83,720 | 1.00 | 74,820 | 1.00 | 77,625 | 1.00 | 77,625 |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 6.00 | 417,053 | 6.00 | 423,789 | 6.00 | 423,789 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 4.00 | 263,554 | 4.00 | 267,736 | 4.00 | 267,736 |
| 30000436 | Administrative Supervisor I | 59,800 | 79,726 | 2.00 | 144,516 | 2.00 | 146,514 | 2.00 | 146,514 |
| 30000437 | Administrative Supervisor II | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000203 | Applications Analyst II-Generalist | 62,795 | 83,720 | 1.00 | 75,605 | 1.00 | 78,700 | 1.00 | 78,700 |
| 30000204 | Applications Analyst III-Generalist | 69,285 | 92,498 | 3.00 | 263,880 | 3.00 | 269,944 | 3.00 | 269,944 |
| 30000207 | Applications Analyst IV-Generalist | 72,800 | 97,386 | 2.25 | 194,410 | 2.25 | 200,715 | 2.25 | 200,715 |
| 30000102 | Automotive Equip Oper II: Sewer Vacuum | 47,382 | 57,054 | 1.00 | 47,388 | 1.00 | 55,392 | 1.00 | 55,392 |
| 30000104 | Automotive Equip Oper II: Tractor-Traillr | 47,382 | 57,054 | 1.00 | 57,060 | 1.00 | 57,060 | 1.00 | 57,060 |
| 30000101 | Automotive Equipment Oper I | 44,616 | 54,080 | 13.00 | 694,646 | 13.00 | 701,980 | 13.00 | 701,980 |
| 30000441 | Business Operations Manager | 82,098 | 109,346 | 1.00 | 99,672 | 1.00 | 102,741 | 1.00 | 102,741 |
| 30000442 | Business Operations Manager, Sr | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000440 | Business Operations Supervisor | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000449 | Business Systems Analyst, Sr | 69,285 | 92,498 | 2.00 | 184,992 | 2.00 | 184,992 | 2.00 | 184,992 |
| 30000331 | CAD Analyst | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000329 | CAD Technician II | 55,411 | 70,699 | 4.00 | 267,528 | 4.00 | 267,528 | 4.00 | 267,528 |
| 30000330 | CAD Technician III | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000454 | Capital Improvmnt Program Planning Supvr | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000399 | Capital Project Manager I | 67,309 | 85,946 | 3.00 | 257,832 | 3.00 | 257,832 | 3.00 | 257,832 |
| 30000686 | Capital Project Manager II | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000687 | Capital Project Manager III | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000110 | Carpenter | 56,243 | 62,920 | 3.00 | 183,692 | 3.00 | 188,444 | 3.00 | 188,444 |
| 30000493 | Community Outreach & Informtn Rep, Sr | 65,957 | 87,963 | 2.00 | 161,437 | 4.00 | 299,677 | 4.00 | 299,677 |
| 30000107 | Concrete Finisher | 56,243 | 62,920 | 2.00 | 125,832 | 2.00 | 125,832 | 2.00 | 125,832 |
| 30000507 | Conservation Program Coordinator, Sr | 69,285 | 92,498 | 1.00 | 87,321 | 1.00 | 90,897 | 1.00 | 90,897 |
| 30000105 | Construction Equipment Operator | 47,507 | 60,674 | 19.00 | 1,152,768 | 19.00 | 1,152,768 | 19.00 | 1,152,768 |
| 30000455 | Contracts Dev & Review Administrator | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000017 | Customer Accounts Specialist I | 36,962 | 53,290 | 38.00 | 1,893,252 | 38.00 | 1,920,020 | 38.00 | 1,920,020 |
| 30000018 | Customer Accounts Specialist II | 44,075 | 58,406 | 9.00 | 507,324 | 9.00 | 512,356 | 9.00 | 512,356 |
| 30000445 | Customer Service Supervisor | 69,285 | 92,498 | 5.00 | 431,232 | 5.00 | 436,816 | 5.00 | 436,816 |
| 30000732 | Development Supervisor I | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000577 | Economist, Principal | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000635 | Electrical/Instrumentation Supervisor | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000116 | Electrician | 70,366 | 75,941 | 5.00 | 375,504 | 6.00 | 455,616 | 6.00 | 455,616 |
| 30000685 | Engineer, Chief - Water Bureau | 112,195 | 160,618 | 1.00 | 146,016 | 1.00 | 151,505 | 1.00 | 151,505 |
| 30000682 | Engineer, Principal | 102,502 | 136,677 | 6.00 | 785,892 | 6.00 | 785,903 | 6.00 | 785,903 |
| 30000680 | Engineer, Sr | 88,733 | 118,290 | 15.00 | 1,761,959 | 15.00 | 1,766,799 | 15.00 | 1,766,799 |
| 30000681 | Engineer, Supervising | 95,368 | 127,171 | 5.00 | 595,128 | 5.00 | 598,678 | 5.00 | 598,678 |
| 30000364 | Engineer-Chemical/Environmental | 88,462 | 107,515 | 2.00 | 195,984 | 2.00 | 195,984 | 2.00 | 195,984 |
| 30000365 | Engineer-Civil | 88,462 | 107,515 | 14.00 | 1,496,313 | 13.50 | 1,449,385 | 13.50 | 1,449,385 |
| 30000366 | Engineer-Electrical | 88,462 | 107,515 | 1.00 | 107,520 | 1.00 | 107,520 | 1.00 | 107,520 |
| 30000358 | Engineering Associate, Sr-Civil | 76,502 | 97,531 | 16.00 | 1,502,466 | 16.00 | 1,518,879 | 16.00 | 1,518,879 |
| 30000353 | Engineering Associate-Civil | 62,878 | 84,240 | 5.00 | 347,400 | 5.00 | 358,974 | 5.00 | 358,974 |
| 30000355 | Engineering Associate-Mechanical | 62,878 | 84,240 | 1.00 | 62,880 | 1.00 | 65,480 | 1.00 | 65,480 |
| 30000696 | Engineering Survey Manager | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000325 | Engineering Technician II | 55,411 | 70,699 | 7.00 | 468,366 | 9.00 | 615,328 | 9.00 | 615,328 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|--|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000326 | Engineering Technician III | 67,309 | 85,946 | 3.00 | 249,780 | 4.00 | 338,055 | 4.00 | 338,055 |
| 30000662 | Environmental Program Coordinator | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000663 | Environmental Program Manager | 72,800 | 97,386 | 1.00 | 93,204 | 1.00 | 96,702 | 1.00 | 96,702 |
| 30000664 | Environmental Program Manager, Sr | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000661 | Environmental Program Specialist | 59,800 | 79,726 | 2.00 | 134,080 | 2.00 | 139,575 | 2.00 | 139,575 |
| 30001908 | Environmental Spec-Wildlife Biologist | 67,309 | 85,946 | 1.00 | 83,578 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000339 | Environmental Specialist-Generalist | 67,309 | 85,946 | 6.00 | 472,338 | 6.00 | 478,628 | 6.00 | 478,628 |
| 30000337 | Environmental Technician I | 41,350 | 55,411 | 2.00 | 86,952 | 2.00 | 89,064 | 2.00 | 89,064 |
| 30000338 | Environmental Technician II | 55,411 | 70,699 | 3.00 | 194,843 | 3.00 | 196,824 | 3.00 | 196,824 |
| 30000567 | Financial Analyst | 62,795 | 83,720 | 2.00 | 155,828 | 2.00 | 159,744 | 2.00 | 159,744 |
| 30000569 | Financial Analyst, Principal | 82,098 | 109,346 | 2.00 | 218,688 | 2.00 | 218,688 | 2.00 | 218,688 |
| 30000568 | Financial Analyst, Sr | 69,285 | 92,498 | 3.00 | 258,132 | 3.00 | 266,604 | 3.00 | 266,604 |
| 30000127 | General Mechanic | 51,022 | 63,586 | 2.00 | 126,240 | 2.00 | 127,176 | 2.00 | 127,176 |
| 30000341 | GIS Technician I | 41,350 | 55,411 | 1.00 | 55,416 | 1.00 | 55,416 | 1.00 | 55,416 |
| 30000342 | GIS Technician II | 55,411 | 70,699 | 6.00 | 416,391 | 6.00 | 422,243 | 6.00 | 422,243 |
| 30000343 | GIS Technician III | 67,309 | 85,946 | 2.00 | 171,888 | 2.00 | 171,888 | 2.00 | 171,888 |
| 30000373 | Graphics Designer III | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000252 | Horticulturist | 48,048 | 58,032 | 0.00 | 0 | 1.00 | 58,032 | 1.00 | 58,032 |
| 30000657 | Hydroelectric Power Project Manager | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000658 | Hydroelectric Power Project Mgr, Asst | 72,800 | 97,386 | 1.00 | 96,432 | 1.00 | 97,143 | 1.00 | 97,143 |
| 30000114 | Industrial Painter | 56,243 | 62,920 | 2.00 | 125,832 | 2.00 | 125,832 | 2.00 | 125,832 |
| 30000115 | Industrial Painter, Lead | 58,989 | 66,040 | 1.00 | 66,036 | 1.00 | 66,036 | 1.00 | 66,036 |
| 30000603 | Inf Syst Analyst IV(Supvr)-Gen | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000218 | Inf Syst Analyst, Principal-Gen | 82,098 | 109,346 | 1.00 | 98,412 | 1.00 | 102,108 | 1.00 | 102,108 |
| 30000239 | Instrument Technician | 70,366 | 75,941 | 6.00 | 450,048 | 6.00 | 455,152 | 6.00 | 455,152 |
| 30001408 | Instrumentation & Security Systems Supvr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30001283 | Laboratory Analyst II | 50,003 | 65,998 | 2.00 | 132,000 | 2.00 | 132,000 | 2.00 | 132,000 |
| 30001284 | Laboratory Analytical Specialist | 57,013 | 75,712 | 4.00 | 302,832 | 5.00 | 378,540 | 5.00 | 378,540 |
| 30001285 | Laboratory Coordinator | 59,176 | 83,491 | 1.00 | 83,496 | 2.00 | 166,992 | 2.00 | 166,992 |
| 30000670 | Laboratory Manager | 82,098 | 109,346 | 1.00 | 94,992 | 1.00 | 97,917 | 1.00 | 97,917 |
| 30000644 | Maintenance Planner/Scheduler | 59,800 | 79,726 | 3.00 | 219,786 | 3.00 | 225,254 | 3.00 | 225,254 |
| 30000073 | Maintenance Worker | 31,200 | 31,200 | 1.00 | 31,200 | 1.00 | 31,200 | 1.00 | 31,200 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 5.00 | 393,888 | 5.00 | 402,102 | 5.00 | 402,102 |
| 30000453 | Management Analyst, Principal | 82,098 | 109,346 | 2.00 | 218,688 | 2.00 | 218,688 | 2.00 | 218,688 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 3.00 | 277,488 | 3.00 | 277,488 | 3.00 | 277,488 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 5.00 | 322,770 | 5.00 | 334,170 | 5.00 | 334,170 |
| 30000693 | Mapping & GIS Supervisor | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000978 | Mapping Data Technician II | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000653 | Mechanical Systems Supervisor-Water,Sr | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 2.00 | 83,904 | 2.00 | 86,976 | 2.00 | 86,976 |
| 30000013 | Office Support Specialist III | 44,075 | 58,406 | 3.00 | 160,884 | 3.00 | 160,884 | 3.00 | 160,884 |
| 30000153 | Operating Engineer II | 51,584 | 66,664 | 7.00 | 365,604 | 7.00 | 402,864 | 7.00 | 402,864 |
| 30000154 | Operating Engineer III | 54,184 | 70,034 | 10.00 | 668,616 | 10.00 | 678,016 | 10.00 | 678,016 |
| 30000759 | Parks Maintenance Supervisor | 62,795 | 83,720 | 1.00 | 80,442 | 1.00 | 83,264 | 1.00 | 83,264 |
| 30000081 | Parks Technician | 46,530 | 52,874 | 5.00 | 264,360 | 5.00 | 264,360 | 5.00 | 264,360 |
| 30000398 | Planner, Sr City-Water Resources | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 4.00 | 298,428 | 4.00 | 301,644 | 4.00 | 301,644 |
| 30000465 | Program Manager | 69,285 | 92,498 | 4.00 | 354,615 | 4.00 | 361,986 | 4.00 | 361,986 |
| 30000466 | Program Manager, Sr | 82,098 | 109,346 | 4.00 | 437,376 | 4.00 | 437,376 | 4.00 | 437,376 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 3.00 | 202,601 | 3.00 | 210,541 | 3.00 | 210,541 |

Public Utilities Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 2.00 | 107,050 | 2.00 | 111,450 | 2.00 | 111,450 |
| 30000698 | Property Acquisition & Services Manager | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000497 | Public Information Manager | 76,294 | 102,544 | 1.00 | 95,016 | 1.00 | 98,256 | 1.00 | 98,256 |
| 30000495 | Public Information Officer | 69,285 | 92,498 | 1.00 | 89,814 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000691 | Public Works Inspection Manager | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000228 | Public Works Inspector | 62,150 | 71,032 | 2.00 | 142,056 | 2.00 | 142,056 | 2.00 | 142,056 |
| 30000229 | Public Works Inspector, Sr | 67,434 | 79,435 | 5.00 | 385,200 | 5.00 | 385,200 | 5.00 | 385,200 |
| 30000630 | Public Works Supervisor II | 62,795 | 83,720 | 8.00 | 632,001 | 8.00 | 646,742 | 8.00 | 646,742 |
| 30000403 | Remittance Technician | 36,962 | 51,709 | 1.00 | 51,708 | 1.00 | 51,708 | 1.00 | 51,708 |
| 30000349 | Right of Way Agent II | 55,411 | 70,699 | 1.00 | 61,068 | 1.00 | 63,568 | 1.00 | 63,568 |
| 30000482 | Risk Specialist, Sr | 65,957 | 87,963 | 1.00 | 65,952 | 1.00 | 65,952 | 1.00 | 65,952 |
| 30000486 | Safety & Risk Officer II | 76,294 | 102,544 | 1.00 | 91,254 | 1.00 | 94,992 | 1.00 | 94,992 |
| 30000645 | Security Supervisor | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000029 | Service Dispatcher | 36,962 | 53,290 | 2.00 | 99,426 | 2.00 | 103,014 | 2.00 | 103,014 |
| 30000054 | Storekeeper/Acquisition Specialist II | 47,133 | 57,637 | 2.00 | 115,272 | 2.00 | 115,272 | 2.00 | 115,272 |
| 30000056 | Storekeeper/Acquisition Specialist III | 53,248 | 66,186 | 1.00 | 66,192 | 1.00 | 66,192 | 1.00 | 66,192 |
| 30000468 | Stores System Supervisor II | 62,795 | 83,720 | 1.00 | 73,260 | 1.00 | 76,260 | 1.00 | 76,260 |
| 30000224 | Surveying Aide II | 50,461 | 58,739 | 2.00 | 117,480 | 2.00 | 117,480 | 2.00 | 117,480 |
| 30000695 | Surveying Supvr/Water Rights Examiner | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000225 | Surveyor I | 57,637 | 71,635 | 2.00 | 129,276 | 2.00 | 129,276 | 2.00 | 129,276 |
| 30000226 | Surveyor II | 72,634 | 84,573 | 1.00 | 84,576 | 1.00 | 84,576 | 1.00 | 84,576 |
| 30001558 | Timekeeping Specialist | 37,024 | 53,206 | 1.00 | 53,208 | 1.00 | 53,208 | 1.00 | 53,208 |
| 30000532 | Training & Development Officer | 69,285 | 92,498 | 1.00 | 81,096 | 1.00 | 84,420 | 1.00 | 84,420 |
| 30001037 | Utility Locator | 51,501 | 55,411 | 6.00 | 332,496 | 6.00 | 332,496 | 6.00 | 332,496 |
| 30000076 | Utility Worker I | 44,054 | 47,902 | 3.00 | 143,712 | 3.00 | 143,712 | 3.00 | 143,712 |
| 30000077 | Utility Worker II | 47,902 | 51,501 | 22.00 | 1,122,566 | 22.00 | 1,130,974 | 22.00 | 1,130,974 |
| 30000075 | Utility Worker II, Apprentice | 36,046 | 47,632 | 25.00 | 995,176 | 25.00 | 1,123,990 | 25.00 | 1,123,990 |
| 30000438 | Water Administrative Manager | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30001534 | Water Bureau Emergency Management Mgr | 72,800 | 97,386 | 1.00 | 87,129 | 1.00 | 90,698 | 1.00 | 90,698 |
| 30000512 | Water Conservation Program Coordinator | 65,957 | 87,963 | 2.00 | 159,774 | 2.00 | 162,720 | 2.00 | 162,720 |
| 30000514 | Water Conservation Program Manager | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000646 | Water Consortium Conservation Pg Mgr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000655 | Water Group Manager | 101,962 | 142,397 | 4.00 | 569,568 | 4.00 | 569,568 | 4.00 | 569,568 |
| 30000652 | Water Maintenance Supervisor, Sr | 76,294 | 102,544 | 3.00 | 307,620 | 3.00 | 307,620 | 3.00 | 307,620 |
| 30000133 | Water Meter Reader I | 39,520 | 50,211 | 11.00 | 540,489 | 11.00 | 546,408 | 11.00 | 546,408 |
| 30000134 | Water Meter Reader II | 48,443 | 56,805 | 1.00 | 56,808 | 1.00 | 56,808 | 1.00 | 56,808 |
| 30002158 | Water Meter Technician I | 47,902 | 51,501 | 5.00 | 257,520 | 5.00 | 257,520 | 5.00 | 257,520 |
| 30000142 | Water Meter Technician II | 48,901 | 56,805 | 4.00 | 218,034 | 4.00 | 219,324 | 4.00 | 219,324 |
| 30000143 | Water Meter Technician III | 58,989 | 64,106 | 6.00 | 384,624 | 6.00 | 384,624 | 6.00 | 384,624 |
| 30000654 | Water Operations & Support Manager | 94,931 | 128,627 | 1.00 | 128,628 | 1.00 | 128,628 | 1.00 | 128,628 |
| 30000145 | Water Operations Mechanic | 56,867 | 63,877 | 22.00 | 1,395,872 | 22.00 | 1,399,550 | 22.00 | 1,399,550 |
| 30000144 | Water Operations Mechanic, Apprentice | 44,054 | 59,800 | 9.00 | 500,629 | 9.00 | 531,852 | 9.00 | 531,852 |
| 30000651 | Water Quality Inspection Supervisor | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000140 | Water Quality Inspector II | 54,184 | 70,034 | 4.00 | 280,128 | 4.00 | 280,128 | 4.00 | 280,128 |
| 30000141 | Water Quality Inspector III | 56,867 | 73,486 | 1.00 | 73,488 | 1.00 | 73,488 | 1.00 | 73,488 |
| 30000647 | Water Resource & Urban Affairs Coord | 69,285 | 92,498 | 1.00 | 89,004 | 1.00 | 92,205 | 1.00 | 92,205 |
| 30000656 | Water Resources Program Manager | 72,800 | 97,386 | 2.00 | 182,937 | 2.00 | 189,492 | 2.00 | 189,492 |
| 30000138 | Water Security Specialist | 47,902 | 51,501 | 9.00 | 459,936 | 10.00 | 513,834 | 10.00 | 513,834 |
| 30000135 | Water Service Inspector I | 48,443 | 56,805 | 7.00 | 396,036 | 7.00 | 397,116 | 7.00 | 397,116 |
| 30000136 | Water Service Inspector II | 52,354 | 61,360 | 1.00 | 61,356 | 1.00 | 61,356 | 1.00 | 61,356 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---------------------------------------|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000650 | Water Treatment Operations Supervisor | 76,294 | 102,544 | 1.00 | 78,123 | 1.00 | 81,325 | 1.00 | 81,325 |
| 30000147 | Water Treatment Operator II | 54,184 | 70,034 | 10.00 | 653,160 | 10.00 | 663,096 | 10.00 | 663,096 |
| 30000424 | Water Utility Director | 141,898 | 203,341 | 1.00 | 180,000 | 1.00 | 186,765 | 1.00 | 186,765 |
| 30000078 | Water Utility Worker, Sr | 48,651 | 54,080 | 1.00 | 54,084 | 1.00 | 54,084 | 1.00 | 54,084 |
| 30001081 | Watershed & Conduit Supvr | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000149 | Watershed Specialist I | 42,016 | 51,501 | 4.00 | 206,016 | 4.00 | 206,016 | 4.00 | 206,016 |
| 30000151 | Watershed Specialist II | 48,651 | 54,080 | 2.00 | 108,168 | 2.00 | 108,168 | 2.00 | 108,168 |
| 30001308 | Watershed Specialist III | 58,011 | 65,042 | 2.00 | 130,080 | 2.00 | 130,080 | 2.00 | 130,080 |
| TOTAL FULL-TIME POSITIONS | | | | 562.25 | 40,118,419 | 571.75 | 41,351,227 | 571.75 | 41,351,227 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 0.85 | 60,948 | 0.85 | 60,948 | 0.85 | 60,948 |
| 30000017 | Customer Accounts Specialist I | 36,962 | 53,290 | 3.60 | 162,456 | 2.70 | 146,028 | 2.70 | 146,028 |
| 30000365 | Engineer-Civil | 88,462 | 107,515 | 0.50 | 54,564 | 0.50 | 54,564 | 0.50 | 54,564 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 0.90 | 50,249 | 0.75 | 70,416 | 0.75 | 70,416 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 1.80 | 75,516 | 1.00 | 50,208 | 1.00 | 50,208 |
| TOTAL PART-TIME POSITIONS | | | | 7.65 | 403,733 | 5.80 | 382,164 | 5.80 | 382,164 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 569.90 | 40,522,152 | 577.55 | 41,733,391 | 577.55 | 41,733,391 |

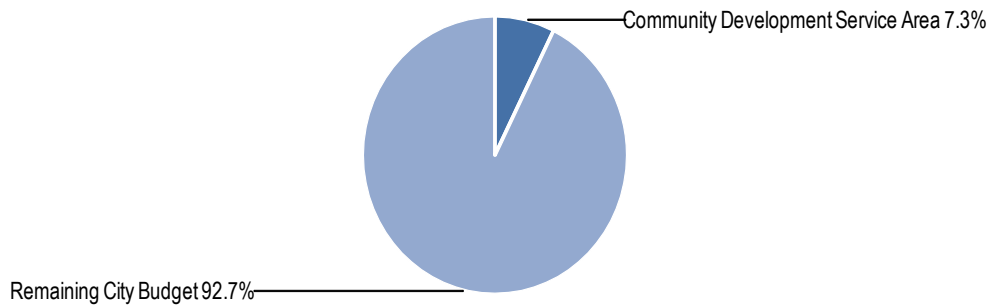
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|------------------|------------------|--------------------|---------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 171,324,730 | 0 | 171,324,730 | 568.05 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 0 | 360,900 | 360,900 | 2.00 | Develop in-house Cryptosporidium lab |
| | 243,200 | 0 | 243,200 | 2.00 | Community information and outreach positions |
| | 292,600 | 0 | 292,600 | 3.50 | Infrastructure operations and maintenance positions |
| | 249,600 | 0 | 249,600 | 2.00 | Permit processing positions |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | (10,000) | (10,000) | 0.00 | Reduce interagency agreement with Transportation |
| Adopted Budget Additions and Reductions | | | | | |
| | 120,000 | 0 | 120,000 | 0.00 | Increase interagency agreement with Environmental Services |
| | 1,089,543 | 1,193,900 | 2,283,443 | 9.50 | Total FY 2016-17 Decision Packages |
| | | | 173,608,173 | 577.55 | Total Adopted Budget |

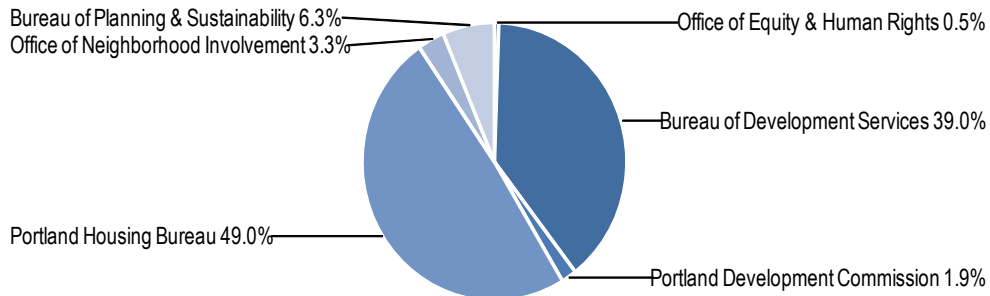
Community Development Service Area

- Bureau of Development Services
- Portland Housing Bureau
- Office of Neighborhood Involvement
- Office of Equity & Human Rights
- Bureau of Planning & Sustainability
- Portland Development Commission

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 202,301,541 | 309,910,493 | 107,608,952 | 53.19 |
| Capital | 5,723,344 | 3,021,103 | (2,702,241) | (47.21) |
| Total Requirements | 208,024,885 | 312,931,596 | 104,906,711 | 50.43 |
| Authorized Positions | 560.51 | 571.82 | 11.31 | 2.02 |

Service Area Highlights

Description

The Community Development Service Area includes programs in the Bureau of Development Services, Portland Housing Bureau, Bureau of Planning & Sustainability, Office of Neighborhood Involvement, Portland Development Commission, and the Office of Equity & Human Rights.

Major Themes

The FY 2016-17 Adopted Budget for the Community Development Service Area funds an additional 11.30 FTE and a net increase of \$104.6 million dollars when compared to the FY 2015-16 Revised Budget. Overall, there are 571.80 authorized positions in this service area and a total budget of \$312.7 million dollars. When compared to the FY 2015-16 Revised Budget, the total FY 2016-17 operating budget for the Community Development service area is 50% greater. This increase is primarily due to increases in the Portland Housing Bureau's budget, which is experiencing significant growth in the Tax Increment Financing Reimbursement Fund and Housing Investment Fund in relation to affordable housing development projects, as well as growth in General Fund support in response to the State of Emergency for Housing and Homelessness. The Bureau of Development Services budget is also experiencing significant growth in relation to continued demand for services from the construction industry.

Bureau of Development Services

The Bureau of Development Service's (BDS') FY 2016-17 Adopted Budget totals 122.0 million, which represents a 22.2% increase over the FY 2015-16 Revised Budget. The bureau's budget also includes personnel increases of 17.16 FTE. The new positions are necessary to address workload increases due to the continued growth in the construction industry.

All new positions are funded by permit fees and charges, except for five Housing Inspector positions to support the expansion of the Extremely Distressed Properties Enforcement (2.00 FTE) and Enhanced Rental Inspection programs (3.00 FTE). These five positions are funded by a one-time transfer of General Fund resources from the bureau's Land Use program to the Neighborhood Inspections program.

Portland Housing Bureau

The Portland Housing Bureau's (PHB's) FY 2016-17 Adopted Budget totals \$153.3 million, which represents a 118% increase over the FY 2015-16 Revised Budget. Most of this growth is due to growth in the Tax Increment Financing Reimbursement Fund and Housing Investment Fund (both funds are experiencing 269% growth over the FY 2015-16 Revised Budget) for expenses related to recently awarded and future affordable housing development Notice of Funding Availability (NOFA) projects. In addition, General Fund discretionary support has grown 34% over the FY 2015-16 Revised Budget, primarily for homeless services in response to the State of Emergency for Housing and Homelessness declared by City Council in the fall of 2015. Total support includes resources as follows:

- ◆ \$26.4 million in the General Fund;
- ◆ \$85.2 million in the Tax Increment Financing Reimbursement Fund;
- ◆ \$19.6 million in the Housing Investment Fund;
- ◆ \$11.6 million in the federal Community Development Block Grant Fund;

- ◆ \$4.4 million in the HOME Grant Fund;
- ◆ \$4.2 million in other federal grants; and
- ◆ \$1.9 million in the Headwaters Apartment Complex Fund.

Additions to the FY 2016-17 Adopted Budget include \$12.8 million General Fund ongoing and one-time resources supporting add packages to address homelessness and \$1.2 million to address low-income homeownership and displacement, primarily in east Portland.

In addition, the FY 2016-17 Budget includes the elimination of 4.00 FTE as the the bureau plans to transition staff and materials and services funding for homeless services to the newly created Joint Office of Homeless Services (JOHS) to be housed at Multnomah County. The new office is aligned with the goals of the A Home for Everyone Coordinating Board and Executive Committee, which, through a commitment of \$30 million in new funding from the City and the County, has a target outcome of reducing the number of people experiencing homelessness by half by 2017.

Bureau of Planning & Sustainability

The Bureau of Planning & Sustainability's (BPS') FY 2016-17 Adopted Budget totals \$19.8 million, which represents a 4.7% increase over the FY 2015-16 Revised Budget. The increase includes 0.55 FTE and \$564,964 in one-time General Fund resources to complete current year plans and initiatives, including the 2035 Comprehensive Plan; 3.65 FTE and \$476,480 in land use program revenues through the Bureau of Development Services for Completion of the Single-Dwelling Development Code project and for the new Design Overlay Zone Assessment project; and 1.00 FTE and \$380,000 in Solid Waste Management fund resources to expand public trash can service throughout the city.

Office of Neighborhood Involvement

The Office of Neighborhood Involvement's (ONI's) FY 2016-17 Adopted Budget includes 54.50 FTE and totals \$10.3 million, which represents an increase of 3.90 FTE and 4.2% in funding over the FY 2015-16 Revised Budget. New funding includes the addition of \$233,000 in ongoing General Fund resources for three permanent staff to help with administrative support of various programs and functions; \$126,000 in ongoing General Fund resources to convert the Mental Health Specialist position from limited-term to regular; \$350,000 in one time General Fund resources to support outreach and engagement around the housing and homeless State of Emergency, and \$192,657 in one-time program carryover funds to complete projects started in FY 2015-16.

Office of Equity & Human Rights

The Office of Equity & Human Rights' (OEHR's) FY 2016-17 Adopted Budget includes 10.00 FTE and totals \$1.7 million, which represents a decrease of 2.6 FTE and 10.3% total funding from the FY 2015-16 Revised Budget. The major driver of this decrease is the transfer of all funding associated with Compliance Officer and Community Liaison and Community Oversight Advisory Board (COCL/COAB) support to Special Appropriations in FY 2016-17, including \$90,866 and 1.00 FTE housed in OEHR in FY 2015-16. The COCL/COAB work is a requirement of the City's agreement with the federal Department of Justice.

Notable programmatic changes for the bureau include the creation of a new Fellowship for Racial Equity, an annual year-long training program designed to build organizational capacity to work toward the Citywide Racial Equity Goals and Strategies adopted in 2015. The bureau is also increasing support for the Black Male Achievement Program (BMA), including using one-time carryover resources to fund a pilot program designed to provide BMA Summer Youth Experience participants with targeted and culturally-specific support. Additionally, administration of the Equitable Contracting & Purchasing Commission is transferred from the Office of Management & Finance to OEHR.

**Portland
Development
Commission**

The City's FY 2016-17 Adopted Budget General Fund allocation to the Portland Development Commission is \$5,818,465, which represents a decrease of 18.1% from the FY 2015-16 Revised Budget.

Notable changes to the budget include ongoing reductions to the Small Business Working Capital program (\$111,923) and support for SE Works (\$40,956). One-time additions to the PDC General Fund allocation include funding for the expansion of Venture Portland's Business Association pilot program (\$166,036) and a grant to Living Cully (\$211,000).

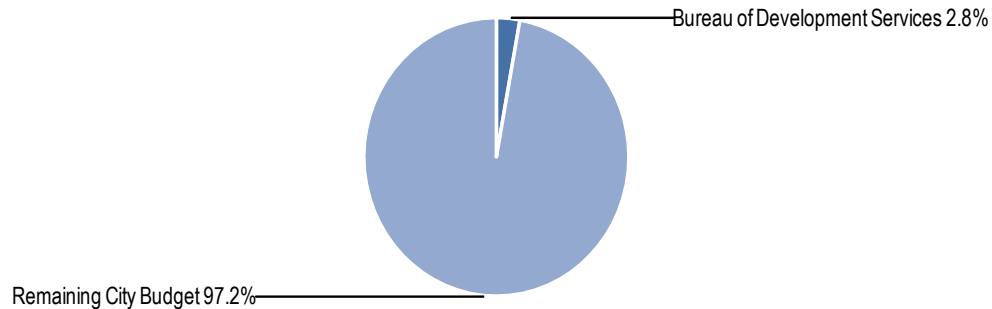
Bureau of Development Services

Community Development Service Area

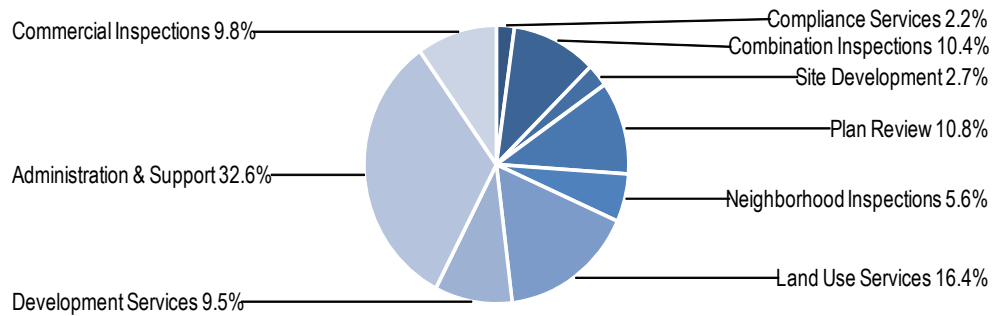
Dan Saltzman, Commissioner-in-Charge

Paul L. Scarlett, Director

Percent of City Budget



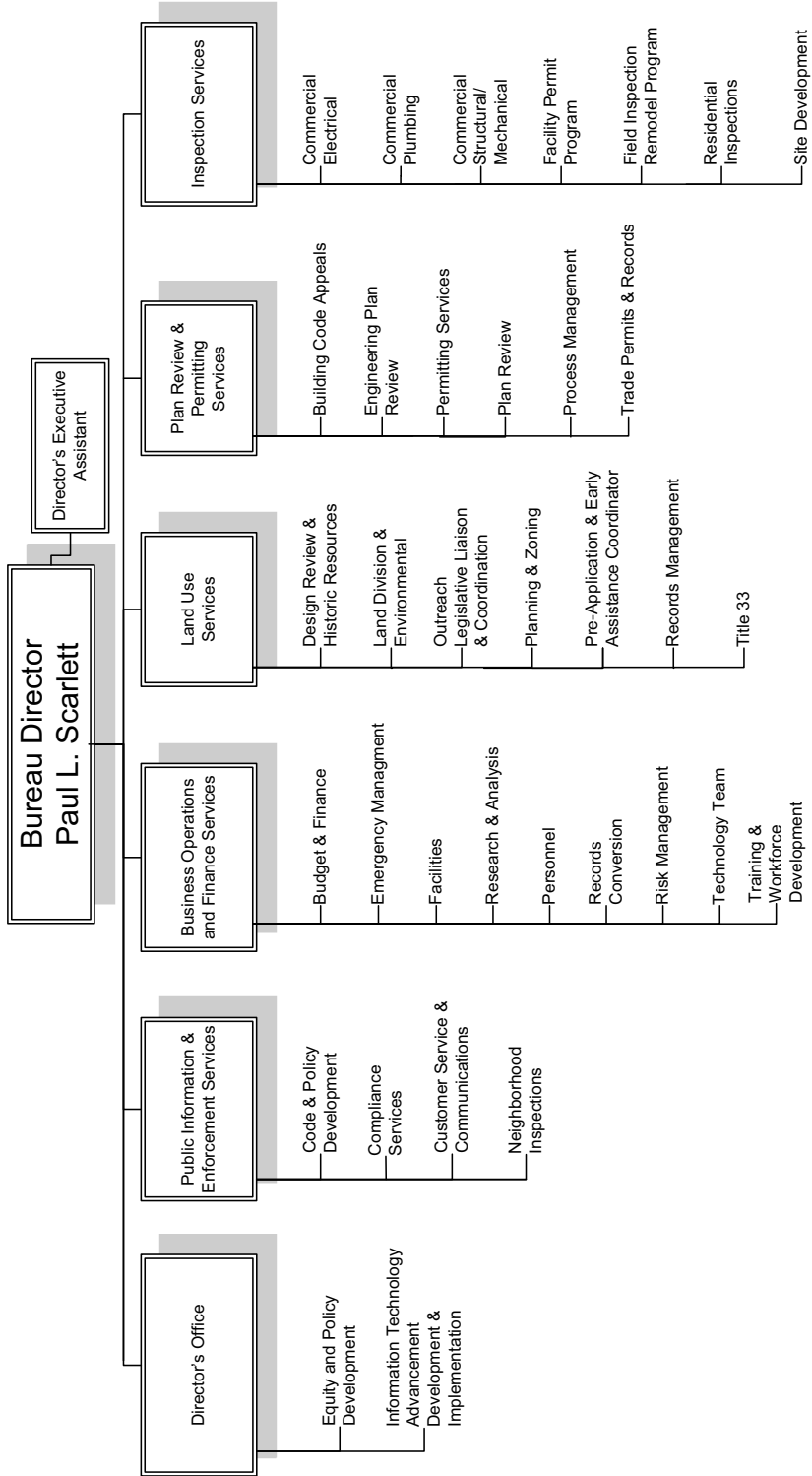
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 94,156,045 | 119,023,246 | 24,867,201 | 26.41 |
| Capital | 5,723,344 | 3,021,103 | (2,702,241) | (47.21) |
| Total Requirements | 99,879,389 | 122,044,349 | 22,164,960 | 22.19 |
| Authorized Positions | 342.94 | 360.10 | 17.16 | 5.00 |

Bureau of Development Services



Bureau Summary

Bureau Mission

The Bureau of Development Services (BDS) promotes safety, livability, and economic vitality through the efficient and collaborative application of building and development codes.

Bureau Overview

| | |
|--|---|
| General Description | <p>BDS is an integral part of development in the City of Portland. Bureau staff works actively with developers, builders, homeowners, neighborhood associations, and the community to guide them through the development review process. The bureau prides itself on providing assistance to customers from concept all the way through construction. BDS manages programs that ensure construction and land use codes are consistently followed, and BDS is instrumental in enhancing the safety of buildings along with the livability and economic vitality of Portland's neighborhoods. To this end, staff reviews construction plans, issues permits, and inspects industrial, commercial, and residential construction to ensure compliance.</p> <p>BDS is responsible for implementing the City's land use policies, plans, and codes through the review of proposed development, and ensures compliance with site-related regulations such as erosion control and grading. The bureau enforces the City Zoning, Sign, and Property Maintenance Codes, as well as structural, mechanical, plumbing, and electrical code violation cases.</p> <p>This budget includes 360.10 FTE and an operating budget of \$53.7 million; approximately 96% of the bureau's revenues come from permit fees and assessments. The remaining 4% comes primarily from the City's General Fund and supports local code enforcement programs, such as Neighborhood Inspections and Land Use Services.</p> |
| Equity - Organizationally and in Service Delivery | <p>BDS is committed to pursuing equity in its staffing, programs, services, and interactions with customers and the community. In FY 2016-17 the bureau will seek to expand educational and training opportunities in equity issues for staff and improve community outreach and service accessibility, particularly to underrepresented and disadvantaged communities.</p> |
| Balancing Service Provision and Fiscal Responsibility | <p>BDS's mission requires being responsive to the development community, neighborhoods, and citizens. BDS's vision is to be a high performance development services agency in the country by deploying development review systems that meet the time-sensitive needs of the development industry, and by addressing neighborhood and community members' concerns about the quality of development and access to development-related information and services.</p> <p>This commitment to provide excellent programs and services is met within the context of a commitment to operate in a fiscally responsible manner. The bureau seeks to balance several goals:</p> <ul style="list-style-type: none"> ◆ Provide excellent programs and services, being responsive to customers and the community's changing needs; ◆ Pursue cost recovery for services whenever appropriate; |

Bureau of Development Services

Community Development Service Area

- ◆ Maintain prudent financial reserves to cushion the bureau against economic downturns;
- ◆ Set reasonable fees and keep fee increases as low and gradual as possible.

State Statutes and Administrative Rules

The City of Portland has been regulating construction since the late 1800s, with local ordinances passed by the City Council as early as 1892. In 1973 the State legislature passed requirements for a State Building Code mandating uniform statewide enforcement, which required Portland to begin enforcing the State-adopted codes with State-certified personnel. BDS is responsible for administering a variety of local regulations adopted within the City Code, including the Zoning Code under Title 33, Floating Structures (Title 28), Erosion Control (Title 10), Signs (Title 32), and Property Maintenance (Title 29).

Strategic Direction

There are several bureau initiatives addressing issues that are important to BDS's organizational health, programs and services, and financial security.

Organizational Development

In the last several years BDS has gone through rapid organizational change: shrinking by over half during the recession, then growing back to pre-recession staff levels to address the ongoing development boom. The bureau is proactively engaged in a few significant organizational projects designed to help the bureau adjust to the changes, strengthen the agency's health and culture, and chart a path forward that engages and guides all staff. This work will improve the bureau's programs and services, leading to benefits for customers and the community.

Equity in Internal and External Service Delivery

To ensure equitable access and opportunities for all, BDS is committed to pursuing equity in its staffing, programs and services, and interactions with customers and the community. The bureau has completed an equity self-assessment that laid the groundwork for staff from throughout the bureau to develop a Five-Year Equity Plan. The Plan will apply an "equity lens" to bureau programs and services, focus recruitment to produce a more diverse applicant pool, and employ extensive outreach to diverse communities. These efforts directly contribute to the City's Comprehensive Plan goal to include under-served and under-represented populations in decisions that affect them, as well as equity goals in the Portland Plan.

Information Technology Advancement Project (ITAP)

Since 2013, BDS has been working intensively with Sierra-Cedar, Inc. to design and implement the Information Technology Advancement Project (ITAP). ITAP is a web-based system that will support electronic plan submission and review and provide 24/7 online access to BDS's records and services, greatly benefitting City staff, customers, and the community. ITAP will help shrink Portland's carbon footprint by obviating the need for thousands of customer trips to BDS offices annually, contributing to the City's Climate Action Plan goals. Due to the complexity of the project, ITAP has experienced delays, and full implementation remains at least two years away. Going forward, BDS is focused on ensuring the success of ITAP by establishing and maintaining project milestones and controlling costs. The bureau is in discussion with Sierra-Cedar, Inc. on the project timeline, scope, and costs. Once the revised project timeline and scope are established, the bureau will produce an updated project cost estimate.

General Fund Support for Local Code Programs

Approximately 4% of BDS's revenues come from the City's General Fund. This funding supports bureau programs that benefit the entire community, including the Neighborhood Inspections and Land Use Services Programs. The services provided by these programs are essential to neighborhood livability and protect the health, safety, and welfare of Portland citizens. Since these programs implement City Code, rather than State building codes, State law prohibits BDS from using construction permit revenues for these programs; they cannot operate effectively without adequate support from the General Fund.

Financial Reserves and Fees

As a result of continued growth in the construction industry, BDS's financial reserves are strong and are expected to remain above the minimum goal for the next five years. These reserves are meant to sustain bureau programs and services during economic downturns, and are critical to BDS's financial stability. BDS did not raise most fees in FY 2014-15 and FY 2015-16. For FY 2016-17, after consultation with the Development Review Advisory Committee and Budget Advisory Committee, BDS will reduce building permit and site development permit fees by 3%. The financial projections indicate that these reductions are sustainable and will not jeopardize the bureau's ability to respond to changes in the economy.

Business Continuity Plan

The BDS Business Continuity Plan provides direction and guidelines to the bureau in order to respond in a prudent and timely way to significant, persistent financial down-turns. The Business Continuity Plan includes leading indicators that are intended to help bureau management identify early signs of changes in workload and revenue trends. It also includes a trigger mechanism; if any four triggers in the Plan are activated, the reduction measures outlined in the Plan will be implemented. The plan was accepted by City Council in December 2015.

Summary of Budget Decisions**Reductions****Mandatory 5% General Fund Cut**

The FY 2016-17 Adopted Budget includes a 5% reduction of BDS's General Fund allocation, totaling \$111,460. This amount is equally split between BDS's Land Use Services (LUS) and Neighborhood Inspections programs. For LUS, the reduction eliminates a scholarship program that would have provided funding for three minority students pursuing Master's degrees in Urban and Regional Planning at Portland State University. For the Neighborhood Inspections program, the cut will reduce the nuisance abatement budget by 12%, resulting in an estimated 27 fewer abatements.

Adds**Extremely Distressed Properties Enforcement**

The FY 2016-17 Adopted Budget includes \$375,864 in one-time General Fund resources transferred from the Land Use Services program to fund two Housing Inspector positions and \$150,000 for nuisance abatement services to support the Extremely Distressed Properties Enforcement program.

Enhanced Inspections

The FY 2016-17 Adopted Budget includes \$288,846 in one-time General Fund resources transferred from the Land Use Services program to fund three Housing Inspector positions to support the expansion of the Enhanced Rental Inspections program.

Bureau of Development Services

Community Development Service Area

ITAP Positions

The FY 2016-17 Adopted Budget includes \$296,526 in ongoing Development Services Fund resources to fund three positions to support the Information Technology Advancement project.

OMF Interagency Adjustments

The package reflects adjustments of \$193,161 in interagency costs resulting from approved packages in the Office of Management & Finance.

Budget Notes

Land Use Services Program

The FY 2016-17 budget includes a one-time transfer of \$664,710 in General Fund resources from the Land Use Services program to the Neighborhood Inspection program. In addition, FY 2016-17 Land Use Services program revenues are used to support related zoning code upgrades in the Bureau of Planning & Sustainability's budget. Council directs the Bureau of Development Services to provide Council with an updated five-year financial outlook summary of Land Use Services program revenues and expenditures by April 2017.

Capital Summary

CIP Highlights

The Information Technology Advancement Project (ITAP) is an initiative to upgrade the City's legacy permit and case management system (TRACS) which has been in use since 1999. In November 2010, the City Council granted approval for BDS to pursue an upgrade from TRACS to a new system. The goal of the system upgrade and ITAP is to provide the City of Portland, its development community, and the general public with more efficient and effective development review through the implementation of a web-based permit application, plan review, and inspection software system. The system will be accessible to City review staff, development review customers, and the general public 24 hours a day, seven days a week. The initial total project cost was estimated at approximately \$12 million.

Major Issues

BDS's current legacy permit and case management system (TRACS) lacks an online capacity and does not support electronic application submittal, plan review, or information access for customers and the community. This leads to a paper-based development review process that is inefficient and costly when compared to web-based digital software systems which is in use in numerous jurisdictions around the country. ITAP addresses these issues by providing web-based digital plan submittal and review services and by making information more easily available.

Changes from Prior Year

Since FY 2015-16, the project timeline has slipped due to the project's growing complexity. At this time, full implementation of ITAP remains at least two years away. BDS has been involved in extensive discussions with Sierra-Cedar, Inc. regarding the project timelines and costs. The bureau is currently exploring options for bringing portions of the system online that are currently complete, rather than waiting for the entire project to be completed.

Council Goals and Priorities

ITAP will significantly contribute to the City Council's budget goals and priorities, including:

- ◆ Improve the quality of life in neighborhoods - ITAP will help ensure that growth and development are well-managed by streamlining the development review process and providing much greater transparency and access to information.
- ◆ Deliver efficient, effective, and accountable municipal services - ITAP will greatly increase the efficiency of the development review process by moving the City from its current paper-based review system to an electronic system, and by providing 24/7 online access to services and information.

ITAP will also contribute to the Portland Plan strategy of economic prosperity and affordability:

- ◆ Thousands of trips to the bureau's downtown permitting offices will be avoided each year for customers and community members, since services and records will be available remotely. This will create significant efficiencies for customers and BDS staff and will contribute to the City's Climate Action Plan sustainability initiatives.
- ◆ Paper and print cost savings will be realized for BDS and its customers, since plan submittal, plan review, permit issuance, and inspections will be performed electronically.
- ◆ BDS's need for additional staff will be lessened by an estimated nine positions in two years after the go-live date, resulting in an ongoing savings of \$1.3 million per year. This estimate is based on data gathered from other jurisdictions that implemented similar systems and from the bureau's analysis of current operations and efficiencies that could be achieved.

Criteria

The ITAP is BDS's only Capital Improvement Project (CIP). The bureau's decision to move forward with ITAP as a CIP included: bureau moved forward with ITAP because of potential operational efficiencies. The method used to determine whether to move forward with ITAP included:

- ◆ Analyzing available solutions.
- ◆ Consulting with other jurisdictions using similar software solutions, and visiting those jurisdictions to see how those solutions are being implemented.
- ◆ Analyzing the cost and time associated with implementation of the solutions available.
- ◆ Analyzing the sustainability of the solutions available for long term benefit.
- ◆ Coordinating with the Bureau of Technology Services (BTS) to ensure the new system can be supported by BTS and will work well with other City systems, such as SAP.

Capital Planning and Budgeting

Capital Planning Process

BDS's capital planning process began in fall 2009 and included a host of stakeholders. Sierra-Cedar, Inc. was selected as the project vendor in December 2012. The project has been and continues to be reviewed by the Commissioner-in-Charge, the City's Technology Oversight Committee, the Development Review Advisory Committee, and the City Budget Office. Coordination is ongoing with all of the development review bureaus, including Water, Transportation, Environmental Services, Fire, and Parks.

City Comprehensive Plan

ITAP will streamline the development review process, create significant efficiencies and cost savings for City bureaus and customers, and increase access to information for customers, neighborhoods, and the community. ITAP will contribute to several Comprehensive Plan goals and policies, including:

- ◆ Neighborhood Involvement - Provide for active involvement of neighborhood residents and businesses in decisions affecting their neighborhood through the promotion of neighborhood and business associations. Provide information to neighborhood and business associations which allows them to monitor the impact of the Comprehensive Plan and to report their findings annually to the Planning and Sustainability Commission.
- ◆ Housing Availability - Ensure that an adequate supply of housing is available to meet the needs, preferences, and financial capabilities of Portland's households now and in the future.
- ◆ Regulatory Costs and Fees - Consider the impact of regulations and fees in the balance between housing affordability and other objectives such as environmental quality, urban design, maintenance of neighborhood character, and protection of public health, safety, and welfare.

Financial Forecast Overview

Revenues for many of the bureau's programs are projected to decrease minimally from FY 2016-17 through FY 2019-20, then increase slightly for FY 2020-21. The BDS Financial Advisory Committee, composed of local economists and real estate experts, reviewed the bureau's Five-Year Financial Plan, contributed their advice, and were satisfied with the outcome of the projections. ITAP implementation costs, as well as the associated ongoing maintenance and improvement expenses, are reflected in the Five-Year Financial Plan.

Asset Management and Replacement Plan

BDS currently projects that vendor costs for the ongoing maintenance of ITAP will be \$200,000 annually. The Five-Year Financial Plan shows that these costs can be paid out of bureau operating funds.

Administration & Support

| | |
|---|---|
| Description | <p>The Administration program provides overall direction to the bureau in order to meet program objectives. Included within this Program's budget are the Office of the Director, Public Information and Enforcement Services, and Business Operations and Finance Services. Functions and services provided include the equity program, communications, customer service, finance and budget, emergency management and safety, human resources, training and workforce development, information technology, loss control/risk management, general reception, office management, and administrative services and support.</p> |
| Goals | <p>The Administration program supports the Citywide goal to protect and enhance the natural and built environment.</p> |
| Performance | <p>The program provides services to all bureau staff and supports these bureau budget goals:</p> <ul style="list-style-type: none"> ◆ Ensure appropriate staffing levels ◆ Improve access to services and programs ◆ Workforce development and training ◆ Ensure General Fund support for local code enforcement programs ◆ Review permit fees and financial reserve goals ◆ Equity in internal and external service delivery ◆ Leverage advanced technology |
| Changes to Services and Activities | <p>Information Technology Advancement Project (ITAP) Go-Live</p> <p>BDS is progressing toward implementation of the Information Technology Advancement Project (ITAP). ITAP is a web-based system that will allow 24/7 online access to BDS's records and services, greatly enhancing the level of technology in the development review process while improving public access to information. The vendor, Sierra-Cedar, Inc., has been onsite working with BDS staff since July 2013. ITAP originally was scheduled to go live in the winter of FY 2015-16. Going forward, BDS is focused on ensuring the success of ITAP by establishing and maintaining project mile-stones and controlling costs. The bureau is engaged in discussions with Sierra-Cedar, Inc. on the project timeline, scope, and costs. Once the revised project timeline and scope are established, the bureau will produce an updated project cost estimate.</p> <p>Equity Plan</p> <p>BDS is committed to pursuing equity in its staffing, programs and services, and interactions with customers and the community. The bureau has completed an equity self-assessment that comprises the groundwork for staff from throughout the bureau to develop a 5-Year Equity Plan. The Plan will apply an "equity lens" to bureau programs and services, focus recruitment to produce a more diverse applicant pool, and employ extensive outreach to diverse communities. BDS intends to implement the Equity Plan later in 2016.</p> |

Bureau of Development Services

Community Development Service Area

Organizational Development

BDS has gone through tremendous change in the last several years, enduring deep cuts during the recession and experiencing rapid growth in the economic recovery of the last few years. In 2015, BDS engaged in several significant organizational projects designed to help staff adjust to the changes, strengthen the bureau's health and culture, and chart a path forward that engages and guides all staff. Changes identified in these efforts will be implemented in 2016, including the launch of the BDS Strategic Plan.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 39.23 | 46.33 | 51.41 | 51.90 | 58.90 |
| Expenditures | | | | | |
| Administration & Support | 13,192,402 | 13,466,492 | 17,999,582 | 16,776,960 | 17,524,526 |
| Total Expenditures | 13,192,402 | 13,466,492 | 17,999,582 | 16,776,960 | 17,524,526 |

Commercial Inspections

| | |
|---|--|
| Description | <p>The Commercial Inspections program performs state-mandated construction inspections (structural, electrical, plumbing, and mechanical) on industrial, commercial, and multi-family construction projects in Portland and the urban services area of Multnomah County. The program provides plan review services for commercial plumbing and electrical permits, and a full range of permitting and inspections services in the Facility Permit program.</p> <p>The services provided under the Commercial Inspections program ensure compliance with the State's structural, mechanical, plumbing, and electrical codes, as well as the City's Sign, Zoning, and Site Development codes. The Commercial Inspections Program resides in the bureau's Inspections Services Division, which also includes Combination Inspections and the Enforcement program.</p> |
| Goals | <p>The Commercial Inspections program supports the Citywide goal to protect and enhance the natural and built environment. The program also works together with both Portland Fire & Rescue and the Multnomah County Health Division to provide a safe and healthy work and living environment for Portland residents. The program further supports these bureau budget goals:</p> <ul style="list-style-type: none"> ◆ Improve access to services and programs ◆ Equity in internal and external service delivery ◆ Leverage advanced technology |
| Performance | <p>The bureau's target is to complete 98% of inspections within 24 hours of request. Making progress toward this target contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.</p> <p>The number of commercial inspections is projected to decrease from 52,923 in FY 2014-15 to 50,467 in FY 2015-16, then rebound to 55,000 in FY 2016-17. Commercial inspectors averaged 13.32 inspections per day in FY 2014-15; that number is projected to increase to 14.45 in FY 2015-16 and further to 15.0 in FY 2016-17.</p> |
| Changes to Services and Activities | <p>Commercial Inspections sections have been adding positions over the last few years, but the program is currently has six vacant FTE. Those positions will be filled in 2016, leading to projected improvements in the timeliness of inspections in FY 2016-17. For example, BDS anticipates that the percentage of inspections performed within 24 hours of request will increase from 68% in FY 2015-16 to 90% in FY 2016-17.</p> |

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE & Financials | | | | | |
| FTE | 34.94 | 37.55 | 42.40 | 42.40 | 43.40 |
| Expenditures | | | | | |
| Commercial Inspections | 4,069,458 | 4,556,356 | 5,370,187 | 5,194,640 | 5,281,424 |
| Total Expenditures | 4,069,458 | 4,556,356 | 5,370,187 | 5,194,640 | 5,281,424 |

Bureau of Development Services

Community Development Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Percentage of commercial inspections made within 24 hours of request | 86% | 88% | 68% | 90% | 90% |
| Effectiveness | | | | | |
| Number of commercial inspections per day, per inspector | 13.82 | 13.32 | 14.45 | 15.00 | 15.00 |
| Workload | | | | | |
| Number of commercial inspections | 44,859 | 52,923 | 50,467 | 55,000 | 55,000 |

Site Development

| | |
|---|--|
| Description | <p>The Site Development program includes plan review for geo-technical, flood plain, grading, private street, and site preparation issues, as well as erosion control requirements on private property. Staff reviews all applicable land use cases, identifying any land suitability issues and conditions. Field staff performs all related inspections, including those required by the Trees and Landscaping requirements for Titles 10 and 33 of the City of Portland Code and all required erosion control measures.</p> <p>The Environmental Soils subprogram works with property owners who have subsurface sanitary systems in need of repair, replacement, or decommissioning as the City provides public sanitary systems for their use. The City Sanitarian is located in this subprogram.</p> |
| Goals | <p>The Site Development program supports the Citywide goal to protect and enhance the natural and built environment. The Program also supports these bureau budget goals:</p> <ul style="list-style-type: none"> ◆ Improve access to services and programs ◆ Equity in internal and external service delivery ◆ Leverage advanced technology |
| Performance | <p>The number of working days from site development plan submittal to the first review is projected to shorten slightly from 7.44 days in FY 2014-15 to 7.04 days in FY 2015-16, then lengthen slightly to 7.40 days in FY 2016-17. The number of site development plan reviews performed is projected to decrease from 2,828 in FY 2014-15 to 2,270 in FY 2015-16 and remain constant in FY 2016-17. The number of site development permit inspections performed is projected to decrease from 345 in FY 2014-15 to 280 in FY 2015-16 and FY 2016-17.</p> |
| Changes to Services and Activities | <p>Multnomah County and the City have an intergovernmental agreement that gives BDS responsibility for the County's subsurface sewage program. BDS performs this work and is compensated with revenues that the bureau collects from permit fees. The Board of County Commissioners sets the fees, and no additional compensation is given to the City.</p> <p>Since the end of the Mid-County sewer hookup program in 1998. Revenues have dropped substantially in this program. Fee increases have been implemented several times since 1999, but the program still has a significant reserve deficit. In 2005, the City Council agreed to inflationary fee increases until the reserve deficit is paid off.</p> <p>The Board of County Commissioners voted to raise fees by 10% in FY 2012-13 and agreed to 10% fee increases per year for the subsequent four years. A 10% fee increase in FY 2016-17 will be the final year of that agreement. The current forecast projects that the deficit should be eliminated by FY 2020-21.</p> |

Bureau of Development Services

Community Development Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 14.68 | 9.10 | 11.10 | 11.10 | 11.10 |
| Expenditures | | | | | |
| Site Development | 1,724,732 | 1,570,645 | 1,300,359 | 1,436,271 | 1,436,271 |
| Total Expenditures | 1,724,732 | 1,570,645 | 1,300,359 | 1,436,271 | 1,436,271 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Average number of working days to first review | 6.71 | 7.44 | 7.04 | 7.40 | 7.40 |
| Workload | | | | | |
| Number of site development plan reviews | 2,621 | 2,828 | 2,270 | 2,280 | 2,280 |
| Number of site development permit inspections | 260 | 345 | 280 | 280 | 280 |
| Number of site development land use cases reviews | 772 | 831 | 845 | 845 | 845 |
| Number of sanitation permits and evaluations issued | 459 | 451 | 350 | 375 | 375 |

Compliance Services

| | |
|---|---|
| Description | <p>The Compliance Services program is composed of Zoning and Construction Code compliance work groups. These workgroups primarily respond to constituent complaints, investigate potential violations, and work with property owners, businesses, and tenants to resolve compliance issues at the lowest level possible.</p> <p>The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement program. The combined section includes Zoning Compliance, Landlord Training, Work without Permit, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, Exterior Maintenance Requirements on non-Residential Structures, Chapter 13/Systematic Inspections, and Chronic Offenders. For budgeting purposes, the Neighborhood Inspections Program is shown as a separate program.</p> |
| Goals | <p>Compliance Services supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these bureau budget goals:</p> <ul style="list-style-type: none"> ◆ Improve access to services and programs ◆ Ensure General Fund support for local code enforcement programs ◆ Equity in internal and external service delivery ◆ Leverage advanced technology |
| Performance | <p>The bureau projects that the number of properties assessed code enforcement fees will decrease from 376 in FY 2014-15 to 288 in FY 2015-16, then increase to 403 in FY 2016-17. The total number of zoning code activities will increase from 4,952 in FY 2014-15 to 5,520 in FY 2015-16 and further to 6,624 FY 2016-17.</p> |
| Changes to Services and Activities | <p>Disabled Vehicles on Private Property</p> <p>In FY 2016-2017, Compliance Services will restore the Disabled Vehicles on Private Property (DVPP) program, which was suspended in 2010 due to budget reductions. This program will enhance neighborhood safety and livability by reducing the number of disabled vehicles being stored in outdoor areas.</p> <p>Accessory Short Term Rentals</p> <p>In 2014, the City Council adopted code provisions regarding accessory short term rentals. In FY 2016-17, Compliance Services staff will focus on increased code enforcement where chronic complaints have been received regarding operations in violation of the code provisions.</p> <p>Coordination with Abandoned Auto Program</p> <p>Compliance Services staff will be working with the Bureau of Transportation's Abandoned Auto Program to design a system to share inspection data in order to more effectively address vehicle service businesses that park customer cars in the public right-of-way.</p> |

Bureau of Development Services

Community Development Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 0.00 | 10.20 | 11.59 | 11.59 | 11.59 |
| Expenditures | | | | | |
| Compliance Services | 2,668 | 0 | 1,056,129 | 1,183,422 | 1,183,422 |
| Total Expenditures | 2,668 | 0 | 1,056,129 | 1,183,422 | 1,183,422 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Workload | | | | | |
| Number of enforcement cases prepared and presented to code hearings officer | 1 | 2 | 3 | 6 | 6 |
| Number of zoning code violation statistics (cases, inspections, and letters) | 4,952 | 4,942 | 5,520 | 6,624 | 6,624 |
| Number of home occupation permits issued | 119 | 105 | 120 | 120 | 120 |
| Number of properties assessed code enforcement fees | 321 | 376 | 288 | 403 | 403 |
| Number of construction code violation cases | 1,163 | 340 | 378 | 504 | 504 |

Development Services

| | |
|---|--|
| Description | The Development Services program manages the flow of the public permitting process, from early assistance to permit issuance, to maintaining the records for completed projects. Trade Permit staff reviewed and issued over 40,000 plumbing, electrical, mechanical, and sign permits in FY 2014-15. Permitting Services staff performed intakes for almost 10,788 building permit applications in FY 2014-15, while assigning reviewers, tracking reviews, and issuing permits. Process Managers guide customers with large and complex projects through the permitting process; higher-level assistance for complex projects can be provided through the Major Projects Group. |
| Goals | <p>The Development Services program supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these bureau budget goals:</p> <ul style="list-style-type: none"> ◆ Improve access to services and programs ◆ Equity in internal and external service delivery ◆ Leverage advanced technology |
| Performance | <p>Development Services' key performance measure, the percentage of pre-issuance checks completed within two working days of the last review approval, is projected to increase from 58% in FY 2013-14 to 65% in FY 2014-15, and further to 75% in FY 2015-16 and FY 2016-17. Making progress in this area contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.</p> <p>The percentage of building permits issued over-the-counter and on the same day as permit intake is projected to decrease from 55% in FY 2014-15 to 53% in FY 2015-16, then increase to 65% in FY 2016-17. The total number of building permits issued (commercial and residential) is projected to increase from 10,788 in FY 2014-15 to 11,260 in FY 2015-16 and FY 2016-17.</p> |
| Changes to Services and Activities | BDS is preparing to restore Residential Permit Night later in Spring 2017. Permit Night had been very popular with residential customers, but was cut in January 2009 during the recession due to staffing reductions. Permit Night will provide enhanced services to residential permit customers during evening hours. Restoring Permit Night will involve staff from LUS, Plan Review & Permitting Services, and the other development review bureaus, and will make BDS services more accessible to a broader sector of the community. |

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE & Financials | | | | | |
| FTE | 0.00 | 37.14 | 41.14 | 41.14 | 41.14 |
| Expenditures | | | | | |
| Development Services | 452,034 | 489,740 | 4,799,488 | 5,097,709 | 5,097,709 |
| Total Expenditures | 452,034 | 489,740 | 4,799,488 | 5,097,709 | 5,097,709 |

Bureau of Development Services

Community Development Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Percentage of pre-issuance checks completed within two working days of last review approval | 58.0% | 49.0% | 75.0% | 75.0% | 75.0% |
| Efficiency | | | | | |
| Percentage of building permits issued over the counter the same day as intake | 54% | 55% | 53% | 65% | 65% |
| Workload | | | | | |
| Number of commercial building permits | 3,930 | 4,260 | 4,460 | 4,460 | 4,460 |
| Number of residential building permits | 5,959 | 6,528 | 6,800 | 6,800 | 6,800 |
| Total number of commercial and residential building permits | 9,889 | 10,788 | 11,260 | 11,260 | 11,260 |
| Number of electrical permits | 16,364 | 18,422 | 19,000 | 19,500 | 19,500 |
| Number of mechanical permits | 9,879 | 10,621 | 11,000 | 11,300 | 11,300 |
| Number of plumbing permits | 9,791 | 10,512 | 8,400 | 8,700 | 8,700 |
| Number of sign permits | 788 | 876 | 900 | 950 | 950 |

Combination Inspections

| | |
|---|---|
| Description | The Combination Inspections program (also known as Residential Inspections) ensures that new and remodeled one and two family residences meet building safety codes and requirements. In this program, the goal is for all inspectors to obtain State of Oregon certification in all four specialties: structural, mechanical, plumbing, and electrical. The approach saves contractors and homeowners time and money in scheduling inspections and allows the City to perform more inspections with fewer staff. Cost savings have been realized through this program, and other jurisdictions have recognized the quality of Portland's training program and are replicating it as the model. The Combinations program resides in the bureau's Inspections Services Division, which also includes Commercial Inspections, the Enforcement program, the Facility Permit program, and the Field Issuance Remodel Program. |
| Goals | Combination Inspections supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these following budget goals: <ul style="list-style-type: none"> ◆ Improve access to services and programs ◆ Equity in internal and external service delivery ◆ Leverage advanced technology |
| Performance | Combination Inspections' key performance measure, the percentage of inspections made within 24 hours of request, is projected to increase from 85% in FY 2014-15 to 92% in FY 2015-16 and further to 95% in FY 2016-17. The bureau's target is to complete 98% of inspections within 24 hours of request. Making progress toward this target contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs. A total of 99,503 inspections were performed in FY 2014-15; this number is projected to increase to 101,740 in FY 2015-16 and further to 112,000 in FY 2016-17. The average number of inspections per inspector per day is projected to increase slightly from 24.71 in FY 2014-15 to 24.87 in FY 2015-16 and further to 25.0 in FY 2016-17. |
| Changes to Services and Activities | Combination Inspections has been adding positions over the last few years, but currently has 4.0 vacant FTE. Those positions will be filled in 2016, leading to projected improvements in the timeliness of inspections in FY 2016-17. BDS projects that the percentage of inspections performed within 24 hours of request will increase from 92% in FY 2015-16 to 95% in FY 2016-17. |

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE & Financials | | | | | |
| FTE | 33.55 | 37.90 | 45.15 | 44.82 | 44.82 |
| Expenditures | | | | | |
| Combination Inspections | 3,872,203 | 4,344,918 | 5,055,854 | 5,575,648 | 5,575,648 |
| Total Expenditures | 3,872,203 | 4,344,918 | 5,055,854 | 5,575,648 | 5,575,648 |

Bureau of Development Services

Community Development Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Percentage of residential inspections made within 24 hours of request | 88.0% | 85.0% | 92.0% | 95.0% | 95.0% |
| Effectiveness | | | | | |
| Number of inspections per day, per inspector | 24.94 | 24.71 | 24.87 | 25.00 | 25.00 |
| Efficiency | | | | | |
| Number of inspection trips reduced due to multi-certified inspectors | 19,978 | 20,686 | 21,000 | 21,000 | 21,000 |
| Workload | | | | | |
| Number of residential inspections | 96,988 | 99,503 | 101,740 | 112,000 | 112,000 |

Land Use Services

| | |
|---|--|
| Description | <p>The Land Use Services program (LUS) is responsible for implementing the goals and policies of the City's Comprehensive Plan, including neighborhood and community plans. This is accomplished through administration of the Portland Zoning Code (Title 33 of the City Code), which includes the City's Land Division Code, Metro's Functional Plan, the Oregon State Transportation Planning Rule, and Oregon State Land Use Goals. LUS reviews development proposals for compliance with the Zoning Code (as part of the building permit process); provides public information regarding zoning regulations; performs discretionary reviews of development proposals (the land use review process); and supports legally-mandated record-keeping and public notices.</p> |
| Goals | <p>LUS supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these bureau budget goals:</p> <ul style="list-style-type: none"> ◆ Improve access to services and programs ◆ Ensure General Fund support for local code enforcement programs ◆ Equity in internal and external service delivery |
| Performance | <p>LUS has two key performance measures. First, the percentage of commercial new construction reviews completed within 20 days of application intake is projected to increase from 52% in FY 2014-15 to 60% in FY 2015-16 and further to 70% in FY 2016-17. Second, the percentage of application completeness reviews completed within 14 days of application intake for Type II land use reviews is projected to improve from 38% in FY 2014-15 to 50% in FY 2015-16 and further to 60% in FY 2016-17. Making progress in these areas contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.</p> <p>The number of land use review and final plat applications is projected to increase from 920 in FY 2014-15 to 950 FY 2014-15 and further to 960 in FY 2016-17.</p> |
| Changes to Services and Activities | <p>Design "d" Overlay Zone Assessment (DOZA)</p> <p>LUS is partnering with the Bureau of Planning and Sustainability (BPS) to perform a Design "d" Overlay Zone Assessment (DOZA), including the regulations, processes, and results in the field. The first phase of the assessment will involve stakeholders in identifying needed improvements; LUS will then participate in making those changes. The improvements will be made prior to any expansion of the "d" Overlay Zone going into effect.</p> <p>Residential Permit Night</p> <p>BDS is preparing to restore Residential Permit Night later in 2016. Permit Night had been very popular with residential customers, but was cut in January 2009 during the recession due to staffing reductions. Permit Night will provide enhanced services to residential permit customers during evening hours. Restoring Permit Night will involve staff from LUS, Plan Review & Permitting Services, and the other development review bureaus, and will make BDS services more accessible to a broader sector of the community.</p> |

Bureau of Development Services

Community Development Service Area

Affordable Housing

In collaboration with the Portland Housing Bureau (PHB), staff from BDS and other development review bureaus will take steps to assist PHB-funded affordable housing projects through the entitlement process. Working closely with PHB project managers and selected design teams, a greater emphasis on early project coordination and identification of concerns is intended to streamline land use review and permitting processes. City staff will prioritize the review of these PHB funded projects with the expectation that permitting requirements will be fulfilled in accordance with the early project assistance.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 49.70 | 63.70 | 76.98 | 77.40 | 80.40 |
| Expenditures | | | | | |
| Land Use Services | 4,865,999 | 6,242,524 | 8,156,342 | 8,565,314 | 8,831,456 |
| Total Expenditures | 4,865,999 | 6,242,524 | 8,156,342 | 8,565,314 | 8,831,456 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of Commercial Permit (New Construction) First Review done within 20 days of application intake | 61% | 52% | 60% | 70% | 80% |
| Percentage of Type II Land Use Reviews – Application Completeness Review done within 14 days of application intake | 60% | 38% | 50% | 60% | 80% |
| Workload | | | | | |
| Number of land use review and final plat applications | 861 | 920 | 950 | 960 | 960 |

Neighborhood Inspections

| | |
|---|---|
| Description | <p>The Neighborhood Inspections program protects the health, safety, and welfare of Portland residents, prevents the deterioration of existing housing, and contributes to neighborhood livability by enforcing minimum standards for residential structures and exterior maintenance requirements on non-residential properties, outdoor areas, and adjacent rights-of-way.</p> <p>The Compliance Services and Neighborhood Inspections programs together comprise the bureau's Enforcement Program. The combined section includes Zoning Compliance, Landlord Training, Work without Permit, Dangerous Buildings, Signs & A-Boards, Nuisance, Housing, Derelict Buildings, Chapter 13/ Systematic Inspections, and Chronic Offenders. For budgeting purposes, Neighborhood Inspections is shown as a separate program.</p> |
| Goals | <p>The Neighborhood Inspections program supports the Citywide goals to protect and enhance the natural and built environment and to maintain and improve neighborhood livability. The program also supports these bureau budget goals:</p> <ul style="list-style-type: none"> ◆ Improve access to services and programs ◆ Ensure General Fund support for local code enforcement programs ◆ Equity in internal and external service delivery ◆ Leverage advanced technology |
| Performance | <p>Neighborhood Inspections' key performance measure, the number of properties cleaned up, is projected to increase from 2,391 in FY 2014-15 to 2,596 in FY 2015-16 and further to 3,245 in FY 2016-17. Making progress in this area contributes to the Portland Plan goal to ensure quality housing and to equity goals in the City's Comprehensive Plan.</p> <p>The number of housing units brought up to code is projected to increase from 2,223 in FY 2014-15 to 2,687 in FY 2015-16, then further to 3,359 in FY 2016-17.</p> |
| Changes to Services and Activities | <p>Extremely Distressed Properties Enforcement Program (EDPEP)</p> <p>The Extremely Distressed Properties Enforcement Program (EDPEP) is directed toward unmaintained properties (often caused by abandonment due to foreclosures) with chronic nuisance and housing conditions that create risks of fire and public health hazards. EDPEP uses the abatement, vacation, and the demolition of property as key mitigation and abatement tools. EDPEP proactively monitors properties to ensure that conditions are maintained and pursues additional abatements to resolve any recurring conditions.</p> <p>The FY 2016-17 Adopted Budget includes funding for two permanent Housing Inspectors to support the Extremely Distressed Properties Enforcement Program. These positions will be funded by a one-time General Fund transfer of \$375,864 from Land Use to the Neighborhood Inspections program.</p> |

Bureau of Development Services

Community Development Service Area

Enhanced Rental Inspection Program

The Enhanced Rental Inspection Program identifies property owners who are chronically out of compliance with City housing maintenance codes and are unwilling to make cited repairs in a timely manner, then focuses resources on conducting additional inspections of rental units with potential violations. The program motivates landlords to provide and maintain safe and healthy rental housing while offering protection to vulnerable tenants who might fear retaliation by eviction for reporting substandard housing conditions.

The FY 2016-17 Adopted Budget includes funding for the conversion of three limited term Housing Inspector to permanent to support the expansion of the Enhanced Rental Inspection into the North, Northeast, and Southeast Portland. These positions will be funded by a one-time General Fund transfer of \$288,846 from Land Use to Neighborhood Inspections program.

Foreclosure/Receivership

In FY 2016-17, BDS will work with the City Auditor's Office and the Mayor's Office to support City foreclosure or receivership programs for vacant and abandoned properties in order to solve unresolved code violations and increase revenues from unpaid City liens. Successful implementation of this work will require the addition of staffing resources, as well as financial resources for abatement of violations.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 14.43 | 18.02 | 21.61 | 22.86 | 22.86 |
| Expenditures | | | | | |
| Neighborhood Inspections | 1,859,519 | 1,828,133 | 2,642,762 | 2,992,969 | 2,992,969 |
| Total Expenditures | 1,859,519 | 1,828,133 | 2,642,762 | 2,992,969 | 2,992,969 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Number of properties cleaned up | 2,646 | 2,391 | 2,596 | 2,856 | 3,245 |
| Effectiveness | | | | | |
| Number of housing units brought up to code as a result of Neighborhood Inspection Division efforts (includes enhanced inspection pilot beginning in 2010-11) | 1,984 | 2,223 | 2,687 | 2,956 | 3,359 |
| Number of code enforcement fee waivers granted | 366 | 390 | 494 | 543 | 617 |
| Workload | | | | | |
| Number of nuisance inspections | 9,040 | 8,188 | 9,354 | 9,904 | 11,555 |
| Number of housing and derelict buildings inspections | 3,230 | 3,761 | 3,111 | 3,422 | 3,889 |
| Number of housing intakes | 1,733 | 1,860 | 1,972 | 2,169 | 2,465 |
| Number of nuisance intakes | 4,468 | 4,435 | 4,143 | 4,350 | 4,568 |
| Number of code enforcement fee waiver requests | 371 | 410 | 520 | 572 | 650 |
| Number of housing units inspected (includes enhanced inspection pilot beginning in 2010-11) | 3,995 | 3,078 | 3,573 | 3,930 | 4,466 |

Plan Review

| | |
|---|---|
| Description | <p>The Plan Review program processes and approves building and mechanical permits for residential and commercial structures. Plans examiners review building projects and provide general information on life safety, energy conservation, accessibility, and related building requirements. Staff helps permit applicants understand building codes and the review process in order to successfully obtain permits for their projects. Staff in the Engineering Plan Review Section reviews structural and mechanical plans to determine compliance with engineering requirements of the Oregon Structural and Mechanical Specialty Code. These reviews are required for any projects that have engineering components.</p> |
| Goals | <p>The Plan Review program supports the Citywide goal to protect and enhance the natural and built environment. The program also supports these bureau budget goals:</p> <ul style="list-style-type: none"> ◆ Improve access to services and programs ◆ Equity in internal and external service delivery ◆ Leverage advanced technology |
| Performance | <p>Plan Review has two key performance measures related to building plan review, which is performed by staff from BDS and as many as five other City bureaus. In FY 2014-15, the City as a whole met its plan review turnaround goals for 77% of residential plans and 65% of commercial plans. The bureau projects that the City will meet its turnaround goals for 80% of residential plans and 65% of commercial plans in FY 2015-16 and FY 2016-17. Making progress in these areas contributes to the Portland Plan goal to ensure quality, affordable housing by minimizing delays in construction, thus reducing costs.</p> |
| Changes to Services and Activities | <p>Residential Permit Night</p> <p>BDS is preparing to restore Residential Permit Night later in 2016. Permit Night had been very popular with residential customers, but was cut in January 2009 during the recession due to staffing reductions. Permit Night will provide enhanced services to residential permit customers during evening hours. Restoring Permit Night will involve staff from LUS, Plan Review & Permitting Services, and the other development review bureaus, and will make BDS services more accessible to a broader sector of the community.</p> <p>Affordable Housing</p> <p>In collaboration with the Portland Housing Bureau (PHB), staff from BDS and other development review bureaus will take steps to assist PHB-funded affordable housing projects through the entitlement process. Working closely with PHB Project Managers and selected design teams, a greater emphasis on early project coordination and identification of concerns is intended to streamline land use review and permitting processes. City staff will prioritize the review of these PHB funded projects with the expectation that permitting requirements will be fulfilled in accordance with the early project assistance.</p> |

Bureau of Development Services

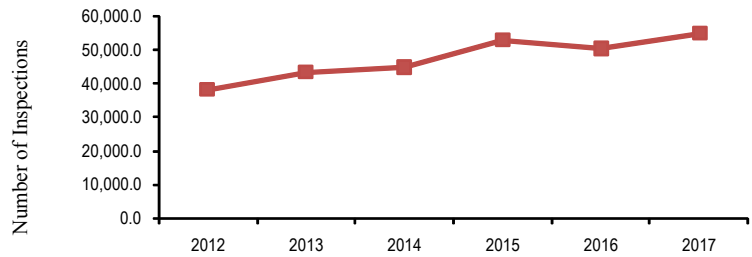
Community Development Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 56.40 | 36.64 | 41.56 | 40.89 | 45.89 |
| Expenditures | | | | | |
| Plan Review | 6,017,690 | 7,374,641 | 5,364,721 | 5,295,010 | 5,825,710 |
| Total Expenditures | 6,017,690 | 7,374,641 | 5,364,721 | 5,295,010 | 5,825,710 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of residential plans reviewed by all bureaus within scheduled end dates | 82% | 77% | 80% | 80% | 80% |
| Percentage of commercial plans reviewed by all bureaus within scheduled end dates | 74% | 65% | 65% | 65% | 65% |

Performance Measures

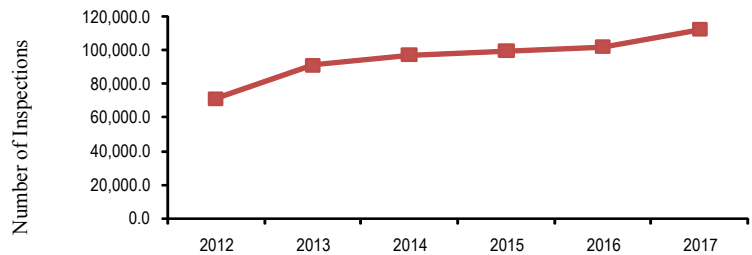
Commercial Inspections

The number of commercial inspections is projected to increase in FY 2016-17, reflecting continued growth in local construction activity.



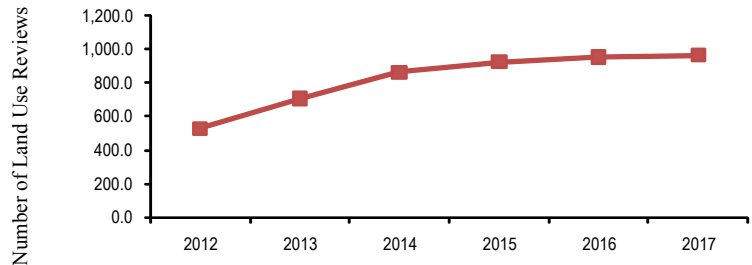
Residential Inspections

Residential inspections are expected to increase in FY 2016-17, reflecting continued growth in local construction activity.



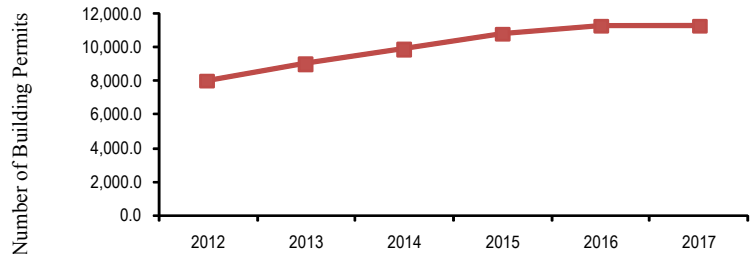
Land Use Review and Final Plat Applications

The number of land use applications is projected to increase in FY 2016-17.



Total Commercial and Residential Building Permits

The number of building permits is expected to increase in FY 2016-17 due to the growth in local construction activity.



Bureau of Development Services

Summary of Bureau Budget

Community Development Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 31,412,317 | 36,467,799 | 34,827,525 | 37,282,949 | 37,282,949 |
| Charges for Services | 12,443,832 | 15,229,118 | 13,633,486 | 15,909,098 | 15,909,098 |
| Intergovernmental | 5,848 | 0 | 0 | 0 | 0 |
| Miscellaneous | 2,180,296 | 3,037,615 | 2,442,221 | 3,459,447 | 3,459,447 |
| Total External Revenues | 46,042,293 | 54,734,532 | 50,903,232 | 56,651,494 | 56,651,494 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 2,159,003 | 2,416,835 | 2,238,557 | 2,117,744 | 2,117,744 |
| Interagency Revenue | 921,290 | 931,983 | 1,102,676 | 1,116,021 | 1,116,021 |
| Total Internal Revenues | 3,080,293 | 3,348,818 | 3,341,233 | 3,233,765 | 3,233,765 |
| Beginning Fund Balance | 24,024,995 | 35,220,896 | 45,634,924 | 62,159,090 | 62,159,090 |
| Total Resources | \$73,147,581 | \$93,304,246 | \$99,879,389 | \$122,044,349 | \$122,044,349 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 23,297,541 | 27,503,553 | 36,228,799 | 37,629,914 | 39,220,130 |
| External Materials and Services | 2,435,069 | 2,263,444 | 2,831,908 | 2,887,657 | 2,887,657 |
| Internal Materials and Services | 7,700,828 | 8,890,749 | 9,994,492 | 9,989,255 | 10,030,231 |
| Capital Outlay | 2,623,267 | 1,215,763 | 2,690,225 | 1,611,117 | 1,611,117 |
| Total Bureau Expenditures | 36,056,705 | 39,873,509 | 51,745,424 | 52,117,943 | 53,749,135 |
| Fund Expenditures | | | | | |
| Debt Service | 865,348 | 945,017 | 1,084,750 | 1,165,052 | 1,165,052 |
| Contingency | 0 | 0 | 14,757,390 | 27,033,733 | 25,395,905 |
| Fund Transfers - Expense | 1,004,632 | 1,256,774 | 1,193,727 | 1,727,621 | 1,734,257 |
| Total Fund Expenditures | 1,869,980 | 2,201,791 | 17,035,867 | 29,926,406 | 28,295,214 |
| Ending Fund Balance | 35,220,896 | 51,228,946 | 31,098,098 | 40,000,000 | 40,000,000 |
| Total Requirements | \$73,147,581 | \$93,304,246 | \$99,879,389 | \$122,044,349 | \$122,044,349 |
| Programs | | | | | |
| Administration & Support | 13,192,402 | 13,466,552 | 17,999,582 | 16,776,960 | 17,524,526 |
| Combination Inspections | 3,872,203 | 4,344,918 | 5,055,854 | 5,575,648 | 5,575,648 |
| Commercial Inspections | 4,069,458 | 4,556,356 | 5,370,187 | 5,194,640 | 5,281,424 |
| Compliance Services | 2,668 | 0 | 1,056,129 | 1,183,422 | 1,183,422 |
| Development Services | 452,034 | 489,740 | 4,799,488 | 5,097,709 | 5,097,709 |
| Land Use Services | 4,865,999 | 6,242,524 | 8,156,342 | 8,565,314 | 8,831,456 |
| Neighborhood Inspections | 1,859,519 | 1,828,133 | 2,642,762 | 2,992,969 | 2,992,969 |
| Plan Review | 6,017,690 | 7,374,641 | 5,364,721 | 5,295,010 | 5,825,710 |
| Site Development | 1,724,732 | 1,570,645 | 1,300,359 | 1,436,271 | 1,436,271 |
| Total Programs | 36,056,705 | \$39,873,509 | \$51,745,424 | \$52,117,943 | \$53,749,135 |

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|---|------------------|------------------|------------------|--------------|------------|------------|------------|------------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| Special Projects | | | | | | | | |
| Information Technology Advancement Project | 2,296,044 | 5,723,344 | 3,021,103 | 0 | 0 | 0 | 0 | 3,021,103 |
| Total Special Projects | 2,296,044 | 5,723,344 | 3,021,103 | 0 | 0 | 0 | 0 | 3,021,103 |
| Total Requirements | 2,296,044 | 5,723,344 | 3,021,103 | 0 | 0 | 0 | 0 | 3,021,103 |

Bureau of Development Services

FTE Summary

Community Development Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|---------------------------------------|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 41,579 | 59,779 | 1.00 | 45,288 | 1.00 | 50,352 | 1.00 | 50,352 |
| 30000063 | Accountant II | 54,371 | 68,453 | 1.00 | 61,548 | 1.00 | 63,067 | 1.00 | 63,067 |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 1.00 | 79,728 | 1.00 | 79,728 | 1.00 | 79,728 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 6.00 | 375,974 | 6.00 | 382,246 | 6.00 | 382,246 |
| 30000437 | Administrative Supervisor II | 62,795 | 83,720 | 1.00 | 62,796 | 1.00 | 64,508 | 1.00 | 64,508 |
| 30000173 | Building Inspector II | 68,370 | 79,082 | 12.00 | 883,289 | 12.00 | 906,780 | 12.00 | 906,780 |
| 30000174 | Building Inspector, Sr | 76,731 | 88,795 | 18.00 | 1,533,654 | 18.00 | 1,542,522 | 18.00 | 1,542,522 |
| 30000442 | Business Operations Manager, Sr | 101,962 | 142,397 | 1.00 | 127,188 | 1.00 | 130,668 | 1.00 | 130,668 |
| 30000448 | Business Systems Analyst | 62,795 | 83,720 | 4.00 | 301,188 | 4.00 | 308,551 | 4.00 | 308,551 |
| 30000447 | Business Systems Analyst, Assistant | 49,275 | 75,899 | 2.00 | 104,171 | 2.00 | 108,436 | 2.00 | 108,436 |
| 30000449 | Business Systems Analyst, Sr | 69,285 | 92,498 | 1.00 | 72,108 | 1.00 | 74,331 | 1.00 | 74,331 |
| 30000184 | Code Specialist II | 46,259 | 61,256 | 5.00 | 280,272 | 5.00 | 283,140 | 5.00 | 283,140 |
| 30000186 | Code Specialist III | 49,858 | 65,395 | 1.00 | 49,860 | 1.00 | 53,829 | 1.00 | 53,829 |
| 30000170 | Combination Inspector | 72,904 | 84,469 | 15.00 | 1,220,340 | 15.00 | 1,227,857 | 15.00 | 1,227,857 |
| 30000492 | Community Outreach & Informtn Rep | 59,800 | 79,726 | 1.00 | 79,728 | 1.00 | 79,728 | 1.00 | 79,728 |
| 30000493 | Community Outreach & Informtn Rep, Sr | 65,957 | 87,963 | 1.00 | 65,952 | 1.00 | 65,952 | 1.00 | 65,952 |
| 30000426 | Development Services Director | 126,131 | 180,752 | 1.00 | 180,756 | 1.00 | 180,756 | 1.00 | 180,756 |
| 30000335 | Development Services Project Coord | 67,309 | 85,946 | 6.00 | 497,028 | 6.00 | 497,028 | 6.00 | 497,028 |
| 30000332 | Development Services Technician I | 41,350 | 55,411 | 7.00 | 310,306 | 7.00 | 318,952 | 8.00 | 362,368 |
| 30000333 | Development Services Technician II | 55,411 | 70,699 | 28.00 | 1,742,935 | 28.00 | 1,798,586 | 31.00 | 1,972,862 |
| 30000334 | Development Services Technician III | 67,309 | 85,946 | 4.00 | 313,452 | 4.00 | 315,573 | 4.00 | 315,573 |
| 30000836 | Development Supervisor II | 76,294 | 102,544 | 2.00 | 178,836 | 2.00 | 178,836 | 2.00 | 178,836 |
| 30000168 | Electrical Inspector | 68,370 | 79,082 | 8.00 | 594,369 | 8.00 | 608,802 | 8.00 | 608,802 |
| 30000169 | Electrical Inspector, Sr | 76,731 | 88,795 | 7.00 | 605,364 | 7.00 | 609,528 | 7.00 | 609,528 |
| 30000680 | Engineer, Sr | 88,733 | 118,290 | 1.00 | 118,284 | 1.00 | 118,284 | 1.00 | 118,284 |
| 30000681 | Engineer, Supervising | 95,368 | 127,171 | 1.00 | 127,176 | 1.00 | 127,176 | 1.00 | 127,176 |
| 30000367 | Engineer-Geotechnical | 88,462 | 107,515 | 5.00 | 484,380 | 5.00 | 496,318 | 5.00 | 496,318 |
| 30000368 | Engineer-Mechanical | 88,462 | 107,515 | 1.00 | 97,536 | 1.00 | 100,776 | 1.00 | 100,776 |
| 30000369 | Engineer-Structural | 88,462 | 107,515 | 10.00 | 985,473 | 10.00 | 1,000,503 | 11.00 | 1,093,395 |
| 30000325 | Engineering Technician II | 55,411 | 70,699 | 1.00 | 64,068 | 1.00 | 65,958 | 1.00 | 65,958 |
| 30000567 | Financial Analyst | 62,795 | 83,720 | 2.00 | 153,360 | 2.00 | 155,502 | 2.00 | 155,502 |
| 30000569 | Financial Analyst, Principal | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000028 | Hearings Clerk | 47,694 | 62,733 | 1.00 | 51,875 | 1.00 | 54,590 | 1.00 | 54,590 |
| 30000734 | Housing Inspection Supervisor | 76,294 | 102,544 | 1.00 | 101,950 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000171 | Housing Inspector | 52,042 | 65,874 | 9.00 | 520,368 | 12.00 | 734,835 | 12.00 | 734,835 |
| 30000172 | Housing Inspector, Sr | 68,682 | 79,498 | 2.00 | 159,000 | 4.00 | 318,000 | 4.00 | 318,000 |
| 30000736 | Inspection Manager | 94,931 | 128,627 | 2.00 | 253,254 | 2.00 | 257,103 | 2.00 | 257,103 |
| 30000735 | Inspection Supervisor | 82,098 | 109,346 | 4.00 | 384,378 | 4.00 | 390,962 | 4.00 | 390,962 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 3.00 | 237,192 | 3.00 | 242,408 | 3.00 | 242,408 |
| 30000453 | Management Analyst, Principal | 82,098 | 109,346 | 1.00 | 103,264 | 1.00 | 107,194 | 1.00 | 107,194 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 2.00 | 180,558 | 2.00 | 183,757 | 3.00 | 253,045 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 5.00 | 262,680 | 5.00 | 267,392 | 5.00 | 267,392 |
| 30000011 | Office Support Specialist I | 31,366 | 44,803 | 1.00 | 44,808 | 1.00 | 44,808 | 1.00 | 44,808 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 14.00 | 598,848 | 14.00 | 629,018 | 14.00 | 629,018 |
| 30000013 | Office Support Specialist III | 44,075 | 58,406 | 3.00 | 153,500 | 3.00 | 156,230 | 4.00 | 205,478 |
| 30000014 | Office Support Specialist, Lead | 44,075 | 58,406 | 1.00 | 53,455 | 1.00 | 56,842 | 1.00 | 56,842 |
| 30000730 | Plan Review Supervisor | 82,098 | 109,346 | 2.00 | 193,403 | 2.00 | 196,852 | 4.00 | 361,060 |
| 30000377 | Planner I, City-Land Use | 58,906 | 67,954 | 9.00 | 567,888 | 9.00 | 581,721 | 9.00 | 581,721 |
| 30000381 | Planner I, City-Urban Design | 58,906 | 67,954 | 1.00 | 66,621 | 1.00 | 67,956 | 2.00 | 129,792 |
| 30000384 | Planner II, City-Environmental | 64,750 | 74,838 | 0.00 | 0 | 0.00 | 0 | 1.00 | 67,956 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------------------------------|--------------------------------------|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000385 | Planner II. City-Land Use | 64,750 | 74,838 | 15.00 | 1,047,785 | 15.00 | 1,055,287 | 15.00 | 1,055,287 |
| 30000389 | Planner II. City-Urban Design | 64,750 | 74,838 | 7.00 | 482,326 | 7.00 | 490,562 | 7.00 | 490,562 |
| 30000375 | Planner, Associate | 53,435 | 61,838 | 7.00 | 387,370 | 7.00 | 402,884 | 7.00 | 402,884 |
| 30000725 | Planner, Principal | 94,931 | 128,627 | 1.00 | 128,628 | 1.00 | 128,628 | 1.00 | 128,628 |
| 30000393 | Planner, Sr City-Land Use | 67,309 | 85,946 | 8.00 | 672,484 | 8.00 | 678,288 | 10.00 | 812,904 |
| 30000397 | Planner, Sr City-Urban Design | 67,309 | 85,946 | 3.00 | 241,728 | 3.00 | 246,390 | 3.00 | 246,390 |
| 30000724 | Planner, Supervising | 82,098 | 109,346 | 5.00 | 511,406 | 5.00 | 523,103 | 5.00 | 523,103 |
| 30000231 | Plans Examiner, Commercial | 71,552 | 82,826 | 18.00 | 1,459,866 | 18.00 | 1,476,153 | 19.00 | 1,553,109 |
| 30000230 | Plans Examiner, Residential | 58,864 | 68,099 | 2.00 | 124,539 | 2.00 | 130,422 | 2.00 | 130,422 |
| 30000232 | Plans Examiner, Sr | 77,750 | 90,002 | 2.00 | 180,000 | 2.00 | 180,000 | 3.00 | 263,688 |
| 30000164 | Plumbing Inspector | 68,370 | 79,082 | 6.00 | 447,366 | 6.00 | 456,066 | 6.00 | 456,066 |
| 30000165 | Plumbing Inspector, Sr | 76,731 | 88,795 | 4.00 | 355,200 | 4.00 | 355,200 | 4.00 | 355,200 |
| 30000465 | Program Manager | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000466 | Program Manager, Sr | 82,098 | 109,346 | 2.00 | 218,688 | 2.00 | 218,688 | 2.00 | 218,688 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 4.00 | 310,896 | 4.00 | 313,346 | 4.00 | 313,346 |
| 30000497 | Public Information Manager | 76,294 | 102,544 | 0.00 | 0 | 0.00 | 0 | 1.00 | 76,296 |
| 30000177 | Site Development Inspector I | 59,779 | 69,181 | 1.00 | 59,784 | 1.00 | 62,308 | 1.00 | 62,308 |
| 30000178 | Site Development Inspector, Sr | 76,731 | 88,795 | 2.00 | 161,364 | 2.00 | 168,749 | 2.00 | 168,749 |
| 30000531 | Training & Development Analyst | 62,795 | 83,720 | 1.00 | 62,796 | 1.00 | 62,796 | 1.00 | 62,796 |
| TOTAL FULL-TIME POSITIONS | | | | 306.00 | 22,783,515 | 311.00 | 23,537,191 | 327.00 | 24,631,867 |
| 30000367 | Engineer-Geotechnical | 88,462 | 107,515 | 0.90 | 93,312 | 0.90 | 96,768 | 0.90 | 96,768 |
| 30000368 | Engineer-Mechanical | 88,462 | 107,515 | 0.90 | 96,768 | 0.90 | 96,768 | 0.90 | 96,768 |
| 30000372 | Graphics Designer II | 55,411 | 70,699 | 0.90 | 57,660 | 0.90 | 59,361 | 0.90 | 59,361 |
| 30000385 | Planner II. City-Land Use | 64,750 | 74,838 | 0.90 | 67,356 | 0.90 | 67,356 | 0.90 | 67,356 |
| 30000392 | Planner, Sr City-Environmental | 67,309 | 85,946 | 0.90 | 77,352 | 0.90 | 77,352 | 0.90 | 77,352 |
| 30000393 | Planner, Sr City-Land Use | 67,309 | 85,946 | 0.90 | 77,352 | 0.90 | 77,352 | 0.90 | 77,352 |
| 30000374 | Planning Assistant | 34,590 | 44,158 | 2.70 | 93,384 | 2.70 | 93,384 | 2.70 | 93,384 |
| TOTAL PART-TIME POSITIONS | | | | 8.10 | 563,184 | 8.10 | 568,341 | 8.10 | 568,341 |
| 30000063 | Accountant II | 54,371 | 68,453 | 1.00 | 61,548 | 1.00 | 63,067 | 1.00 | 63,067 |
| 30000333 | Development Services Technician II | 55,411 | 70,699 | 3.00 | 178,609 | 3.00 | 187,565 | 3.00 | 187,565 |
| 30000334 | Development Services Technician III | 67,309 | 85,946 | 0.83 | 63,092 | 1.00 | 77,892 | 1.00 | 77,892 |
| 30000168 | Electrical Inspector | 68,370 | 79,082 | 1.00 | 79,080 | 1.00 | 79,080 | 1.00 | 79,080 |
| 30000369 | Engineer-Structural | 88,462 | 107,515 | 1.00 | 93,279 | 1.00 | 97,941 | 1.00 | 97,941 |
| 30000372 | Graphics Designer II | 55,411 | 70,699 | 0.60 | 33,248 | 0.00 | 0 | 0.00 | 0 |
| 30000171 | Housing Inspector | 52,042 | 65,874 | 2.75 | 145,036 | 0.00 | 0 | 0.00 | 0 |
| 30000172 | Housing Inspector, Sr | 68,682 | 79,498 | 1.00 | 75,672 | 0.00 | 0 | 0.00 | 0 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 0.83 | 31,306 | 1.00 | 79,278 | 1.00 | 79,278 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 1.00 | 85,430 | 1.00 | 88,923 | 1.00 | 88,923 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 0.83 | 63,250 | 1.00 | 75,900 | 1.00 | 75,900 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 3.00 | 118,344 | 3.00 | 127,368 | 3.00 | 127,368 |
| 30000381 | Planner I, City-Urban Design | 58,906 | 67,954 | 1.00 | 64,752 | 1.00 | 66,621 | 1.00 | 66,621 |
| 30000384 | Planner II. City-Environmental | 64,750 | 74,838 | 1.00 | 74,844 | 1.00 | 74,844 | 1.00 | 74,844 |
| 30000385 | Planner II. City-Land Use | 64,750 | 74,838 | 2.00 | 142,934 | 2.00 | 148,153 | 2.00 | 148,153 |
| 30000389 | Planner II. City-Urban Design | 64,750 | 74,838 | 0.92 | 59,356 | 1.00 | 67,689 | 1.00 | 67,689 |
| 30000375 | Planner, Associate | 53,435 | 61,838 | 1.67 | 89,060 | 2.00 | 111,232 | 2.00 | 111,232 |
| 30000393 | Planner, Sr City-Land Use | 67,309 | 85,946 | 1.00 | 81,888 | 1.00 | 81,888 | 1.00 | 81,888 |
| 30000231 | Plans Examiner, Commercial | 71,552 | 82,826 | 2.00 | 158,568 | 1.33 | 107,768 | 1.33 | 107,768 |
| 30000164 | Plumbing Inspector | 68,370 | 79,082 | 1.00 | 72,380 | 0.67 | 50,184 | 0.67 | 50,184 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 0.67 | 57,864 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30001031 | Technology Capital Project Manager I | 94,931 | 128,627 | 0.75 | 96,471 | 1.00 | 128,628 | 1.00 | 128,628 |

Bureau of Development Services

FTE Summary

Community Development Service Area

| Salary Range | | | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|------------------------------|-------|---------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| Class | Title | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| TOTAL LIMITED TERM POSITIONS | | | | 28.84 | 1,926,011 | 25.00 | 1,801,981 | 25.00 | 1,801,981 |
| GRAND TOTAL | | | | 342.94 | 25,272,710 | 344.10 | 25,907,513 | 360.10 | 27,002,189 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|------------------|------------------|-------------------|---------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 50,878,835 | 0 | 50,878,835 | 339.10 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 0 | 664,710 | 664,710 | 5.00 | Five positions to support Neighborhood Inspections program |
| | (111,460) | 0 | (111,460) | 0.00 | Budget reduction |
| | 0 | 135,724 | 135,724 | 0.00 | OMF interagency balancing |
| | 0 | 80,000 | 80,000 | 0.00 | Interagency with Auditor's Office |
| | 0 | 476,490 | 476,490 | 0.00 | Interagency with Bureau of Planning & Sustainability |
| Approved Budget Additions and Reductions | | | | | |
| | 296,526 | 0 | 296,526 | 3.00 | Three positions to support ITAP |
| | 0 | (2,817) | (2,817) | 0.00 | Increase General Fund overhead payment |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 40,976 | 40,976 | 0.00 | OMF interagency balancing |
| | 1,293,690 | 0 | 1,293,690 | 13.00 | FY 2015-16 carryover for new positions |
| | 0 | (3,539) | (3,539) | 0.00 | Increase General Fund overhead payment |
| | 1,478,756 | 1,391,544 | 2,870,300 | 21.00 | Total FY 2016-17 Decision Packages |
| | | | 53,749,135 | 360.10 | Total Adopted Budget |

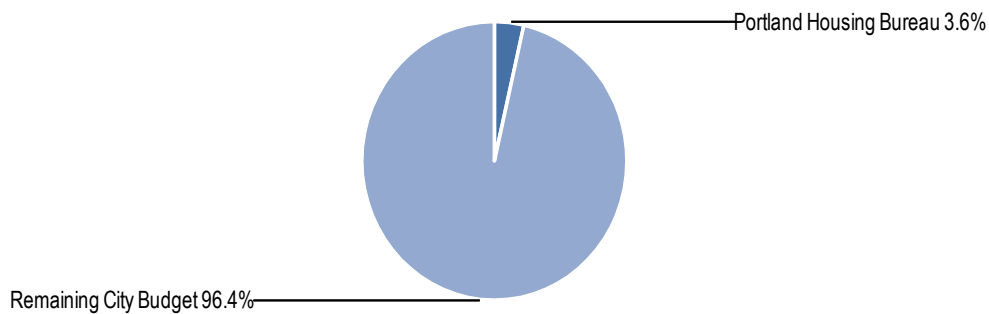
Portland Housing Bureau

Community Development Service Area

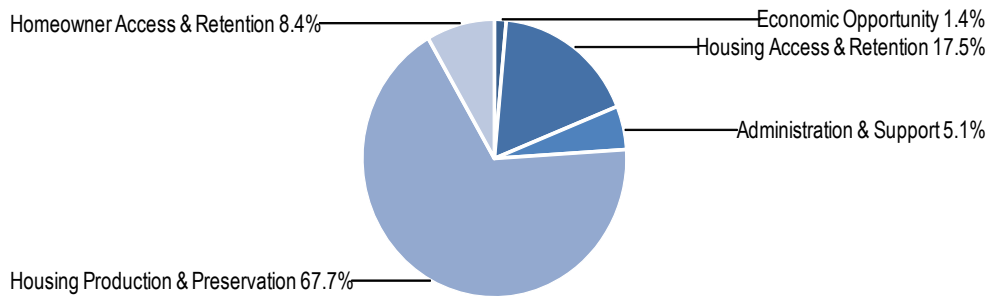
Dan Saltzman, Commissioner-in-Charge

Kurt Creager, Director

Percent of City Budget



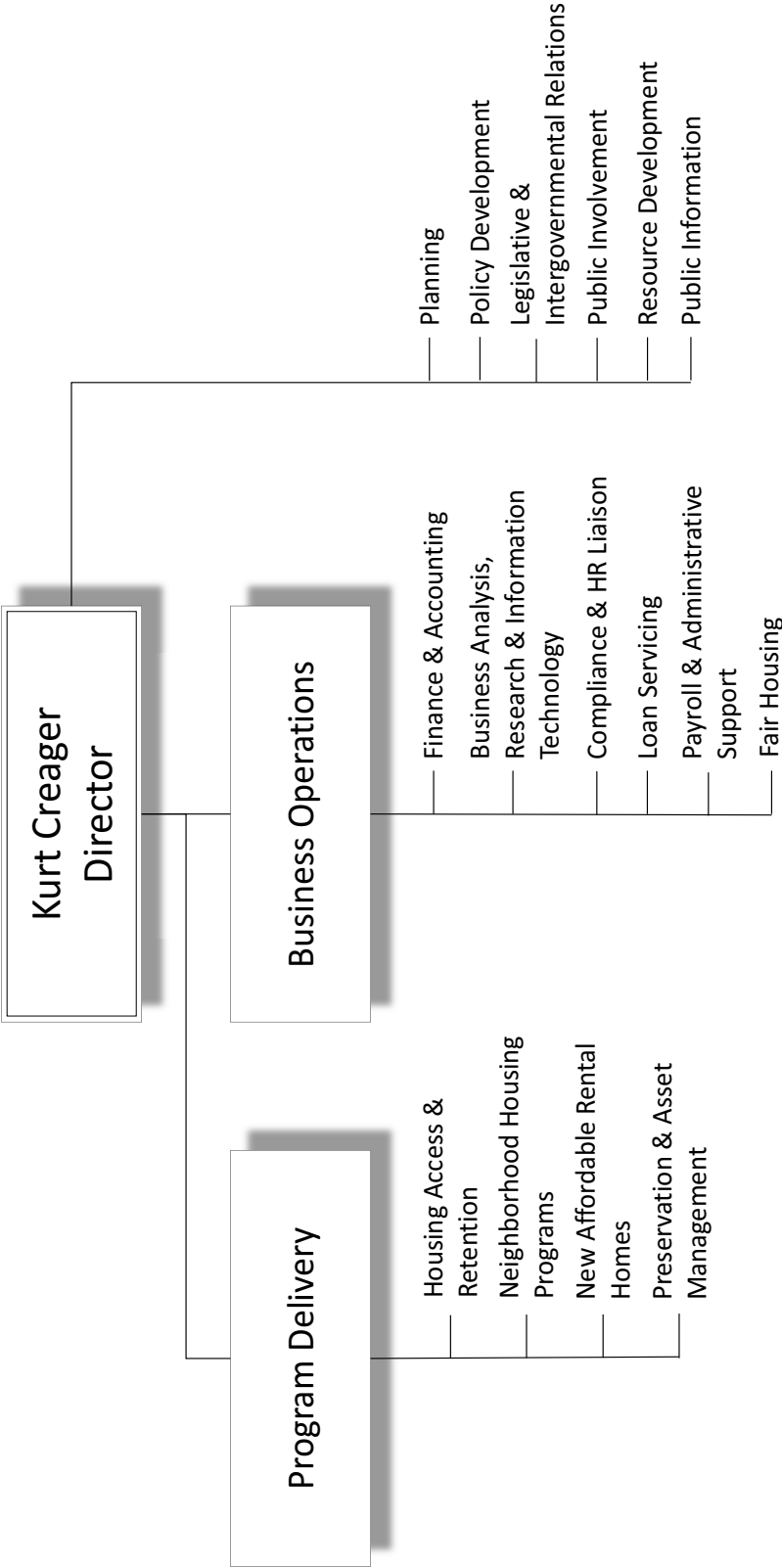
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 70,390,602 | 153,310,313 | 82,919,711 | 117.80 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 70,390,602 | 153,310,313 | 82,919,711 | 117.80 |
| Authorized Positions | 56.92 | 53.92 | (3.00) | (5.27) |

Portland Housing Bureau



Bureau Summary

Bureau Mission

The mission of the Portland Housing Bureau (PHB) is to solve the unmet housing needs of the people of Portland. The bureau accomplishes its mission by building and preserving quality, affordable housing; supporting programs that help low-income Portlanders find, rent, buy, retain and repair their homes; bringing together partners and leading them to assess the city's housing needs, choose sustainable solutions to efficiently meet them, and identify how to pay for them; and reaching out to communities of color to ensure their participation in the economic opportunities that quality housing investments create.

Bureau Overview

The Portland Housing Bureau is responsible for several sources of public funds for investments in quality, affordable housing. Program investments span the continuum of housing services and include programs to prevent and end homelessness, develop rental housing for low-income individuals and families, and provide targeted homeownership and home retention programs. Funds come from three major sources: tax increment financing (TIF) that directs at least 45% of all tax increment financing expenditures to affordable housing under City policy; City General Fund; and federal funds.

PHB's federal funding comes from the U.S. Department of Housing and Urban Development (HUD) in the form of both entitlement grants (predominantly the Community Development Block Grant (CDBG) and HOME Investments Partnership Program or HOME) and competitive grant funds. The bureau deploys these resources in alignment with its strategic plan as loans and grants for capital construction of new or rehabilitated housing, and for the delivery of homeless services that support the needs of Portland's most vulnerable residents. The Portland Housing Advisory Commission advises both the bureau and City Council on strategic priorities, alignment opportunities, and trade-offs inherent in the expenditure of public funds.

In addition to making programmatic investments, the bureau leads local policy and planning efforts to improve alignment with state and local government partners working to prevent homelessness and support economic stability. The Portland Housing Bureau has proactively engaged with partners to critically review data, streamline its systems, and find efficiencies.

The bureau aspires to deliver cost-effective, sustainable, and equitable strategies to meet the housing needs of vulnerable and low-income Portlanders. In modeling good government practices, the bureau engages the communities it serves and makes data-driven decisions that result in cost-effective investments with maximum public benefits. Some examples of these processes include A Home for Everyone: A United Community Plan to End Homelessness in Multnomah County, and the bureau's Equity Agenda.

Equity is woven throughout bureau policy and operations. The bureau's equity agenda recognizes and responds to the historic and institutional barriers to accessible housing, homeownership, and economic stability experienced by communities of color. The Portland Housing Bureau seeks to place a greater reliance on community-validated data to understand unmet needs, and to intentionally hold itself and partners accountable for removing barriers and serving members of minority communities equitably. Where appropriate, the Bureau conducts original source research, which is instrumental in producing the annual *State of Housing in Portland Report*, as well as the regional *Fair Housing Plan*, and the *Analysis of Impediments to Fair Housing*.

Strategic Direction

Within the broader context of citywide planning efforts, and with the recent declaration of a housing and homelessness emergency, the bureau has recognized this as a critical moment to realign current program offerings through the budget process in order to better respond to the city's current housing needs and position the bureau to achieve the City's long-term planning goals.

In the last year, significant energy and resources have been committed to understanding and planning for the challenges and opportunities on the horizon, including the development of the Draft 2035 Comprehensive Plan; the Central City 2035 Plan; the continued updating and implementation of the East Portland Action Plan; the formation of the Anti-Displacement Coalition and their displacement mitigation recommendations; planning for the Powell Division Bus Rapid Transit; the implementation of a mandatory inclusionary housing program, and the A Home For Everyone effort. Taken together, these planning efforts have served to identify a significant need for robust new policy and programming strategies in the areas of displacement mitigation, affordable housing production, and ending homelessness.

These overarching priorities are supported by findings published in the 2015 State of Housing Report, which shows that communities of color are being displaced and concentrated in East Portland and east Multnomah County, geographic areas that correspond to a 15-25% drop in median household income and the most significant decline in the city's falling homeownership rates. These findings highlight that while service needs and their geographic scope continue to expand, the Housing Bureau remains limited in its capacity to provide programming outside of urban renewal areas.

New General Fund Allocated for FY 2016-17

In response to the housing and homelessness emergency, City Council provided an additional \$5 million ongoing and \$5 million one-time General Fund discretionary to the PHB base budget (i.e., adjusted base), enabling the bureau to be responsive to some of the strategic issues discussed above.

In a continued effort to address the crisis of homelessness, the City of Portland is engaging in an intergovernmental agreement with Multnomah County to create a Joint Office of Homeless Services (JOHS) that will bring homeless services staff from the City and County together in one office at Multnomah County. The Office will report directly to the Multnomah County Chair and will closely align with the Portland Housing Bureau and the Housing Bureau Commissioner-in-Charge. The

Office will receive funding and policy direction from both the City of Portland and Multnomah County. PHB will be the conduit for those funds and work with the JOHS to provide performance reporting. As part of this agreement, PHB plans to transfer 4.0 FTE that managed homelessness policy and contracts at PHB to the JOHS effective July 1, 2016.

Alignment of Funding, Goals, and Program Offerings

Per the Mayor's FY 2016-17 Budget Guidance, PHB examined existing program performance to determine if any resources should be reallocated. While recent changes to the Affordable Housing Set-Aside Policy increased urban renewal funding for affordable housing by an estimated \$66.5 million in Tax Increment Financing over the next 10 years, the review of existing programming identified a significant lack of programming outside of urban renewal areas (URAs), especially in East Portland.

The budget decisions described below represent a coordinated and evidence-based effort to align planning goals with program offerings, taking into particular account the need for focused stabilization efforts in East Portland beyond urban renewal boundaries, displacement mitigation (with a particular focus on the implementation of the N/NE Neighborhood Housing Strategy and the associated Preference Policy, as well as the citywide expansion of multifamily rental programs), and A Home for Everyone implementation. Budget key performance measures are tied to the goals and policies adopted by the A Home for Everyone Executive Committee as well as the Draft 2035 Comprehensive Plan.

As the City's housing landscape transitions from majority owner-occupied to majority renter-occupied, PHB anticipates an increased need for expanded and new programming, and is preparing accordingly. The FY 2016-17 Adopted Budget aligns staffing and funding so that the bureau is prepared to implement a number of programs currently under investigation and/or development, including voluntary incentive zoning and mandatory inclusionary zoning policies, an affordable housing linkage fee, and other policies.

Summary of Budget Decisions

Adds

A Home for Everyone (AHFE) Continue FY 2015-16 Womens Shelter Year-Round

This decision package allocates \$750,000 in one-time General Fund resources to continue FY 2015-16 funding for year-round women's shelter, providing 115 shelter beds. Over the course of a year, more than 600 unduplicated women will access shelter, and at least 40 will be assisted in moving to permanent housing.

AHFE Continue FY 2015-16 Intensive Street Engagement

This decision package continues FY 2015-16 funding in one-time General Fund resources totaling \$1,210,300 for intensive street engagement, moving 50 high-barrier households into housing and providing campsite cleanup.

AHFE Continue FY 2015-16 Veterans Funding

The package of \$500,000 General Fund one-time resources leverages significant federal program dollars and provides the necessary capacity to ensure that homelessness among veterans is rare, brief, and a one-time occurrence. This request expands veterans assistance to increase year-round shelter for veterans by 10 beds and increase short- and long-term rental assistance to help at least 30 additional veterans to obtain and maintain permanent housing.

AHFE Continue FY 2015-16 Landlord Recruitment

This decision package allocates \$300,000 in one-time General Fund resources to continue FY 2015-16 funding and increases the number of affordable rental units available to people exiting homelessness, with an emphasis on veterans transitioning out of homelessness. A Landlord Recruitment & Retention Team meets with landlords and property managers, staffs a 24/7 live phone line for landlords, and provides training and technical assistance to other veterans' housing placement agencies regarding best practices in housing retention. The team also manages a landlord mitigation fund, provided to landlords willing to reduce screening criteria to rent to someone with limited income, a poor rental history, or a criminal history. If there are excessive damages to the unit, lost rent, or legal fees beyond the security deposit, landlords can be reimbursed up to a specified amount.

AHFE Expand Veterans Assistance

This decision package provides \$287,500 in one-time General Fund resources to maintain existing capacity and create 10 shelter beds and provide 30 housing placements for veterans. This will increase available low barrier veteran shelter to at least 30 beds total and provide housing placement & retention staff who will ensure that at least 70% of veterans are still in housing after 12 months.

AFHE Safety off the Streets

The package provides \$2,462,500 in one-time General Fund resources for start-up capital and ongoing shelter operating expenses. These funds will pay for limited on-site support services at each shelter site. The package will continue the one-time General Fund shelter investment (\$1.2 million) from the FY 2015-16 Fall BMP that included the Jerome Sears Shelter and Peace Shelter. This package will provide at least 315 safe sleeping options in a combination of facility-based shelter and alternative shelter options to highly vulnerable people lacking access to permanent housing, including women, women escaping domestic violence, people of color, and people with severe mental illness.

AHFE Permanent Housing Placements

This package of \$4,487,500 in General Fund one-time and \$1,662,500 General Fund ongoing resources will increase permanent housing placements for highly vulnerable populations including communities of color, women (unaccompanied or with children), women escaping domestic violence, and female youth. Services will include short-term rental assistance, housing placement and retention staff support, and income acquisition assistance through employment and long term benefits access. This investment will provide rapid re-housing rent support and services for 565 individuals or 297 households. Of these funds, the \$1,662,500 of ongoing resources will remain with PHB for investment in permanent supportive housing and \$250,000 of the one-time resources will be retained for a tenant protection program

AHFE Prevention & Diversions

The package of \$1,100,000 in ongoing General Fund resources will increase prevention and diversion for highly vulnerable populations, including Communities of Color, women, families with children, and individuals with significant physical and mental health disabilities. Assistance will take the form of rental assistance, professional staffing to support housing placement and retention, legal assistance and tenant advocacy, and transportation assistance.

AHFE Position Transfer to Multnomah County

Four full-time permanent positions are being eliminated and transferred to the Multnomah County Joint Office of Homeless Services effective July 1, 2016.

East Portland Homeowner Assistance Services

PHB program staff, non-profit partners, and individual community members have identified a critical gap in existing services necessary to prevent further displacement of low-income homeowners citywide. Issues such as predatory real estate practices, predatory lending, an inability to access appropriate private refinancing options, being behind on property taxes and utilities, complications of estate planning, and an inability to maintain a large house can cause a household to become vulnerable to involuntary displacement. Current homeowners facing these issues need awareness of, and assistance accessing, existing resources that are available to address these issues. Homeowner retention services will provide funding toward enhanced capacity for legal aid estate planning services, increased outreach and education around predatory real estate and lending practices, and assistance navigating existing community resources such as the Portland Water/Sewer Discount Program, Senior Property Tax Deferral Program, existing home repair assistance programs, a possible shared housing program, etc. Integrating the awareness of and access to the available community resources leverages funding investments. With \$300,000 in general fund resources (\$223,600 one-time and \$76,400 ongoing), PHB community partners will provide 300 homeowners with retention case management, helping to protect vulnerable homeowners against involuntary displacement remain in their neighborhoods.

East Portland Home Repair

Census data shows more than 3,000 low-income homeowners over the age of 70 live in East Portland neighborhoods that fall outside the urban renewal boundaries, many of whom may need emergency home repairs to keep them living safely. As neighborhood revitalization moves east from the urban core, these households are becoming increasingly vulnerable to involuntary displacement. Assistance addressing critical repair needs has been shown to help low-income homeowners retain their homes. Additionally, ensuring these homes have heat, hot water, and are free of hazards has been shown to improve health outcomes. While the majority of PHB resources for these programs has historically been restricted to use within the Interstate and Lents URAs, new ongoing General Fund resources totaling \$370,338 will expand program services to 37 low-income East Portland homeowners who were previously ineligible due to their location outside URAs.

East Portland Rental Rehabilitation

This package will provide conditional grants to owners of rental properties located in East Portland that have outstanding code violations. The program will address outstanding code violations and create regulated affordability for low income tenants for a minimum of 10 years in 30-35 properties in FY 2016-17. These ongoing General Fund dollars totaling \$487,500 will leverage resources from the Federal Lead Hazard Control Program and the county's Weatherization Program.

Rose City Resource Guide

With this new General Fund ongoing funding of \$20,000, the Rose City Resource Guide will increase its circulation by 50,000 (to 210,000 total) and will be distributed to 50 additional groups (350 total).

Program Design And Development Coordinator

This package allocates \$104,532 in ongoing existing Tax Increment Financing and CDBG resources to address the need for a Policy and Program Development Coordinator. The City is taking steps to adapt existing programs and develop new programs to respond to an increasing proportion of renter households in the city and the increasing demand for affordable housing units. The City is currently pursuing, or has already adopted, initiatives related to the establishment of preference policies and affirmative fair marketing, a voluntary incentive zoning program, a mandatory inclusionary zoning program, an affordable housing linkage fee program, increased renter protections, and others. These initiatives require additional staff support to develop the program detail and manage their implementation within the bureau. Funding for the position will come from existing URA and grant funds. Responsibilities and deliverables will include:

- ◆ Development of program materials and other administrative infrastructure;
- ◆ Drafting program and administrative rules;
- ◆ Development of training materials and administering trainings for bureau staff and service provider staff;
- ◆ Coordinating program implementation across City bureaus; and
- ◆ Coordinating the implementation of preference policies, tenant placement and affirmative fair marketing of affordable housing financed directly or indirectly by PHB.

Interagency Balancing

This package allocates the bureau's portion of costs associated with moving the data center from the floor of the Portland Building, funded with \$10,202 in one-time General Fund resources.

Budget Notes

Housing Emergency Outreach and Engagement

Council directs the Office of Neighborhood Involvement to work with the Portland Housing Bureau, the City and County Joint Office for Homeless Services, and A Home for Everyone to develop materials and messaging for community engagement on housing prior to spending the \$350,000 allocated in its budget for this purpose. The Office of Neighborhood Involvement will return to Council for approval of the outreach plan before funds are expended.

Administration & Support

Description

The Administration & Support program is comprised of the Director's Office and the Business Operations division.

Director's Office

The Director's Office includes policy, planning, public information, resource development, legislative and intergovernmental affairs, and executive level support. The director has six direct reports: the Assistant Housing Director responsible for Housing Programs; the Business Operations Manager; two management analysts leading policy, equity and legislative efforts; the Public Information Officer; and an executive assistant.

Business Operations Division

The Business Operations division includes Finance & Accounting, Loan Servicing, Human Resources, Information Technology, Data Analysis & Research, Compliance, and Administrative Support. These functions ensure that the service delivery teams have adequate information and support to carry out their functions in the most efficient and effective means possible.

Goals

The goals of the Director's Office include:

- ◆ Providing long-range vision and overall direction for Portland's affordable housing investments;
- ◆ Supporting and leveraging the Portland Housing Advisory Commission, and implementing their recommendations as appropriate;
- ◆ Ensuring the bureau advances goals, strategies, and investment priorities from the Strategic Plan, with a focus on advancing the bureau's equity agenda;
- ◆ Working collaboratively with a wide range of partners to solve the unmet housing needs of the people of Portland;
- ◆ Ensuring that future policy and implementation decision of the bureau improve housing access and economic opportunities for traditionally under-served populations; and
- ◆ Providing effective internal and external communications.

The goals of the Business Operations division include:

- ◆ Ensuring that administrative functions are delivered consistently, reliably, and effectively;
- ◆ Providing strong finance, accounting and loan servicing functions;
- ◆ Delivering excellence in compliance;
- ◆ Supporting the bureau's equity goals through internal business practices, quality data, contract goals, and publications on the website;
- ◆ Strengthening data collection, data analysis, and data reporting by maximizing the use of all information technology systems;
- ◆ Ensuring timely, confidential, and supportive human resource services; and
- ◆ Informing the bureau on current housing needs, market and equity data to direct policies and practices.

Performance Performance goals for the Administration & Support program are focused on improving customer service relationships, using a data-driven approach to bureau policy and decision making, and managing administrative costs. The administrative costs metric below shows variability from year to year. This is because, although PHB's administrative costs remain relatively stable, there is significant variability in overall bureau expenditures from year to year due predominantly to the limited predictability of affordable housing project development cycles.

Changes to Services and Activities Improvements to data collection and reporting in collaboration with delivery teams will continue, as will efforts to streamline and improve loan portfolio management in close collaboration with the Asset Management team.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 30.11 | 30.20 | 30.09 | 30.37 | 29.70 |
| Expenditures | | | | | |
| Administration & Support | 945,461 | 772,428 | 619,403 | 574,820 | 962,681 |
| Asset Management | 30 | 0 | 0 | 0 | 0 |
| Business Services | 3,610,637 | 4,697,600 | 5,231,357 | 5,650,903 | 5,770,781 |
| Director's Office | 280,723 | 577,847 | 789,309 | 741,216 | 801,216 |
| Planning & Policy | 724,731 | (3) | 0 | 0 | 0 |
| Total Expenditures | 5,561,582 | 6,047,872 | 6,640,069 | 6,966,939 | 7,534,678 |

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Percentage utilization of minority contracts in housing construction (contract \$ awarded) | 15% | 13% | 15% | 15% | 15% |
| Effectiveness | | | | | |
| Percentage utilization of minority, women, and emerging small business contracts in housing construction (contract \$ awarded) | 20% | 30% | 20% | 20% | 20% |
| Efficiency | | | | | |
| Administrative costs as a percentage of bureau level budget | 14% | 10% | 10% | 5% | 5% |
| Administrative costs as a rolling three-year average | 10% | 11% | 11% | 8% | 8% |

Economic Opportunity

| | |
|---|--|
| Description | City Council transferred the Economic Opportunity Initiative (EOI) to the Portland Development Commission (PDC) in July 2009. As part of the initiative, PHB passes Community Development Block Grant (CDBG) funds to PDC to support programs and services in three categories: adult workforce, youth workforce, and microenterprise. General Fund resources for these programs are budgeted directly in the PDC Special Appropriations allocation and are not reported here. |
| Goals | The City has invested in youth and adult workforce development, and microenterprise services since 2004 through EOI. PDC administers the microenterprise component and contracts with seven community agencies to provide services. Worksystems, Inc. administers the adult and youth workforce components and contracts with thirteen community agencies to provide services. The goals of this program are to raise the incomes of very low-income Portland residents through workforce and microenterprise development, focusing on reaching participants who often face multiple barriers to employment, including but not limited to: homelessness, limited English proficiency, criminal histories, drug and alcohol addictions, and lack of educational credentials and basic job preparation skills. |
| Performance | Performance of EOI programs can be found in the performance measures table, which includes both trend and projection information. Overall, the effectiveness measures reflect moderate to good performance. |
| Changes to Activities and Services | Programs are funded at the same level as FY 2015-16. The apparent decrease between FY 2015-16 and FY 2016-17 below reflects one-time carryover funds in the FY 2015-16 column. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 0.06 | 0.09 | 0.08 | 0.09 | 0.09 |
| Expenditures | | | | | |
| Economic Opportunity | 5,667 | 7,987 | 34,691 | 11,778 | 11,778 |
| Microenterprise Growth | 563,734 | 561,908 | 0 | 0 | 0 |
| Workforce Development | 1,843,377 | 1,701,262 | 2,141,840 | 2,120,422 | 2,130,224 |
| Total Expenditures | 2,412,778 | 2,271,157 | 2,176,531 | 2,132,200 | 2,142,002 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Percentage of workforce participants employed at graduation | 67% | 73% | 70% | 70% | 70% |
| Percentage of microenterprises increasing economic stability at program exit | NA | 57% | 55% | 55% | 55% |
| Workload | | | | | |
| Total number of workforce participants | NA | 1,212 | 1,200 | 1,200 | 1,200 |
| Total number of Microenterprise participants | NA | 353 | 350 | 350 | 350 |

Housing Access & Retention

| | |
|--------------------|--|
| Description | <p>The Bureau's Housing Access & Retention team (HART) invests in programs and coordinates community initiatives that create housing stability for thousands of households per year by preventing or ending their homelessness, supporting their transition into stable housing, and enabling them to secure permanent homes.</p> <p>The HART annual budget is funded by City General Fund and federal grants from the U.S. Department of Housing and Urban Development (HUD) including Continuum of Care (CoC), Emergency Solutions Grant (ESG) and Housing Opportunities for Persons with AIDS (HOPWA). Funds are contracted to 19 nonprofit and public agencies to provide a comprehensive range of services that meet the needs of people experiencing homelessness or housing instability from street outreach to permanent housing placement. Services fall into four categories:</p> <ul style="list-style-type: none">◆ Housing access◆ Homeless rapid re-housing◆ Supportive housing◆ Shelter and emergency services |
| Goals | <p>In 2013, leadership from the City of Portland, City of Gresham, Multnomah County, and Home Forward created a renewed plan for ending homelessness in our community, called A Home for Everyone: A United Community Plan to End Homelessness in Multnomah County (AHFE). The plan chartered a new coordinating board to provide shared oversight of our community's work to end homelessness. The board is led by an executive committee, comprised of elected officials from Portland, Gresham and Multnomah County; leadership from Home Forward and Meyer Memorial Trust; as well as representatives from the faith and business community. The Coordinating Board and its Executive Committee, with leadership from local jurisdictions, developed a comprehensive action plan in spring 2015, and implementation is underway. The action plan recommends investments in the most effective strategies, with a goal to reduce homelessness by 50% by 2017, in addition to ensuring that no families, women, or adults with disabilities are unsheltered by the January 2017 homeless street count. HART is fully aligned with the priorities and goals of A Home for Everyone.</p> |
| Performance | <p>HART measures the performance of its contracts by requiring that providers report performance data disaggregated by demographic. Contract monitoring through an equity lens aims to improve services to populations overrepresented in homeless statistics. HART performance measures and other metrics, as recorded through the Homeless Management Information System (HMIS) and the 2013 and 2015 Point-in-Time Counts, indicate a high demand for homeless services.</p> <p>All programs continue to demonstrate effectiveness while serving an increasing number of households with shelter, homelessness prevention, and placement services. Program efficiencies in moving clients from shelter to housing were gained in the past year, with the average length of stay in emergency shelter decreasing slightly from 23.9 days to 23.23 days. However, given the challenging rental market, PHB expects this rate will rise in FY 2016-17. Of households receiving short-term rent assistance, 78% continue to retain their housing at 12 months.</p> |

Portland Housing Bureau

Community Development Service Area

HART performance measures are linked to the strategic goals proposed by the A Home For Everyone Coordinating Board and approved by the A Home For Everyone Executive Committee. The *A Home For Everyone* initiative strives to decrease by half the unmet housing need by 2017 through the placement of 1,350 individuals and prevention services to 1,000 individuals. Eighty-five percent of households receiving housing placements will retain their housing at 12 months.

Changes to Services and Activities

The FY 2016-17 HART budget is \$25,962,113, which represents a 63.0% increase over FY 2014-15 actual spending. This increase is reflective of the City's commitment to address homelessness and responds to the declared State of Emergency for housing and homelessness. The majority of these funds will be transferred to the new Joint Office of Homeless Services (JOHS) at the County for coordinated homeless service delivery.

In a continued effort to address the crisis of homelessness, the City of Portland is engaging in an intergovernmental agreement with Multnomah County to create a Joint Office of Homeless Services (JOHS) that will bring homeless services staff from the City and County together in one office at Multnomah County. The Office will report directly to the Multnomah County Chair, and will closely align with the Portland Housing Bureau and the Housing Bureau Commissioner-in-Charge. The Office will receive funding and policy direction from both the City of Portland and Multnomah County, and will house staff who administer contracts for services, manage systems of care, oversee system reporting and evaluation, conduct homeless street counts and one-night shelter counts, and write proposals to and monitor funds issued by the US Department of Housing and Urban Development's Continuum of Care program.

As part of this agreement, PBH plans to transfer 4.00 FTE that managed homelessness policy and contracts at PHB to the JOHS effective July 1st, 2016. Through the Joint Office, transferred PHB staff will continue implementing a community plan to coordinate access to services for adults experiencing homelessness, in alignment with similar coordinated access among family, youth, adult, and Domestic Violence services. As JOHS staff, they will also continue leading the community-wide stakeholder group Operation 424 (which includes the US Department of Veterans Affairs, Multnomah County, Home Forward, nonprofits, local businesses, and advocates) to sustain the local effort to end homelessness among Veterans.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 3.79 | 4.18 | 4.11 | 4.27 | 0.74 |
| Expenditures | | | | | |
| Homeless Data Systems | 0 | 0 | 0 | 0 | 1,100,000 |
| Homeless Rapid Re-housing | 2,435,491 | 3,268,425 | 5,795,254 | 8,323,986 | 0 |
| Housing Access | 669,739 | 665,311 | 2,347,584 | 2,003,193 | 0 |
| Housing Access & Retention | 239 | 23,726 | 96,296 | 0 | 0 |
| Rapid Re-housing | 0 | 0 | 0 | 0 | 13,948,720 |
| Safety Off The Streets | 0 | 0 | 0 | 0 | 8,412,482 |
| Shelter & Emergency Services | 4,466,107 | 5,238,971 | 5,635,283 | 10,762,677 | 0 |
| Supportive Housing | 6,246,458 | 6,727,844 | 7,010,224 | 7,525,326 | 1,662,500 |

Portland Housing Bureau

Community Development Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| System Support Services | 0 | 0 | 0 | 0 | 838,411 |
| Total Expenditures | 13,818,034 | 15,924,277 | 20,884,641 | 28,615,182 | 25,962,113 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Retention rate of households placed in permanent housing at 12 months | 77% | 78% | 84% | 85% | 85% |
| Percentage of households moved from homelessness into housing that subsequently return to homelessness | 6% | 3% | 5% | 5% | 5% |
| Effectiveness | | | | | |
| Average length of time (days) spent in homeless shelter (all populations) | 24 | 23 | 35 | 35 | 35 |
| Workload | | | | | |
| Total number of homeless households placed in permanent housing | 2,022 | 2,643 | 3,038 | 3,038 | 3,394 |
| Number of households prevented from becoming homeless | 2,616 | 2,772 | 3,000 | 3,000 | 3,263 |
| Number of individuals who have been homeless for a year or less | 790 | 779 | 779 | 779 | 779 |

Housing Production & Preservation

Description

The Housing Investment Production & Preservation (HIPP) team is responsible for investments in the development and preservation of affordable housing and the management of those investments. Funding sources for investment activities include Tax Increment Financing (TIF), Housing Investment Fund (HIF), Community Development Block Grant (CDBG), and HOME.

HIPP also monitors the City's prior investments in an affordable housing portfolio of more than 13,000 units through basic compliance monitoring as well as risk analysis. As needed, HIPP also restructures existing investments with partners to help maintain and stabilize properties in the affordable housing portfolio.

Goals

The HIPP team has four major goals:

- ◆ Strategic investment of public resources to create and maintain a citywide portfolio of affordable housing;
- ◆ Prudent structuring of investments through negotiation, underwriting and closing in partnership with the City Attorney's Office and, as necessary, the Office of Management & Finance;
- ◆ Control, oversight, and disbursement of Bureau funds before, during, and after project construction; and
- ◆ Proactive management of Bureau investments using analytical tools to guide informed lending decisions, including early assessment of risk.

Performance

Housing developers are required to develop, implement, and report on their efforts to provide contracting opportunities to minority, women, and emerging small business (MWESB), and must comply with federal and local low-income workforce utilization goals. In FY 2014-15, Bureau partners achieved a 30% MWESB participation rate and a 13% minority participation rate on a total of 12 PHB-funded projects. Over \$70 million dollars were expended (including \$27 million of City investment), with most projects either meeting or exceeding Social Equity Program goals and/or requirements.

HIPP performance metrics show the opening of 362 newly affordable units, and the rehabilitation and preservation of 58 affordable housing units, nearly all of which are regulated to maintain affordability for households with incomes at or below 60% of the Median Family Income. Fifty-five percent of these units are located in high-opportunity areas.

PHB investment per unit continues to vary depending on the type of affordable housing being developed and the amount of leverage achieved. Analysis of the bureau's housing portfolio indicates that vacancy rates for the portfolio have remained consistently low at three percent. These performance metrics are directly tied to the *2035 Comprehensive Plan Policies 5.24 and 5.25* to preserve and produce affordable housing to meet the needs not met by the private market. In order to meet the *2035 Comprehensive Plan* goals, the Bureau is striving to produce at least 500 newly affordable units each year with an overall goal of producing at least 10,000 new regulated affordable housing units by 2035. This constitutes eight percent of the projected new stock of housing in Portland, in alignment with historic trends.

Changes to Activities and Services

Recognizing Portland's growing housing crisis, HIPP released \$61.5 million in cash resources this October in the Fall 2015 Affordable Rental Housing Notice of Funding Availability (NOFA), which was the largest solicitation since the bureau's inception. The 2015 NOFA also made available five publicly owned sites and, most significantly, combined resources from sister agencies, including the Portland Development Commission (PDC), Home Forward (HF), and Multnomah County. From current NOFA results, PHB anticipates the NOFA to yield 824 affordable units from 9 projects, including 569 new affordable units.

In addition to producing new units, HIPP has broad asset management responsibilities for the existing portfolio of 13,197 City-subsidized units. Upon reaching full staffing in FY 2015-16, PHB's asset management team (AMT) began a multi-year initiative to modernize operations. Assisted by full implementation of the bureau's HDS software system, the AMT began a universal digitalization process, which has already reduced the time spent on annual compliance monitoring of more than 350 projects by 10%. Further benefits expected in FY 2016-17 include the creation of a risk-rating system that will allow the bureau to predict capital needs within its portfolio and provide critical data to the HIPP team's underwriting function.

Short-Term Rental Revenue

In November of 2015, the City Council approved shifting the short-term rental portion of transient lodging tax resources from the General Fund to the Housing Investment Fund. This transfer will receive an annual cost of living adjustment, and is limited to 0-60% MFI housing purposes. The FY 2016-17 budget reflects the securitization of this revenue stream (approximately \$14 million) for the purpose of acquiring property for use in building affordable housing at 0-60% MFI levels, primarily outside of URAs.

Fair Housing

PHB also seeks to address issues of housing access through its newly developed Fair Housing program budget. Specifically, FY 2016-17 investments in Fair Housing will support audit testing to uncover issues of housing discrimination, litigation in cases of alleged discrimination, and direct advocacy for renters outside of litigation, as well as help lines, referral services, and coordination of housing providers to improve housing choice. PHB realigned funds within the base budget to reach underserved populations, including \$35,000 for the Safe Housing Project to organize non-English speaking residents in substandard private-market housing to collectively request needed repairs without risking their housing. An additional \$10,000 was added to enable Legal Aid Services of Oregon (LASO) to direct their outreach and training to culturally specific community partners in order to increase utilization of their programs by underserved communities. In response to doubled demand for referral and advocacy services, PHB increased its support for the Community Alliance of Tenants (CAT) Hotline, workshops, and new efforts to modernize operations. By adding support to the Bureau of Development Services Landlord Education Program, PHB supports effective outreach to small landlords with information on important changes in state and local Fair Housing laws.

Portland Housing Bureau

Community Development Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 13.41 | 13.49 | 13.93 | 14.43 | 14.43 |
| Expenditures | | | | | |
| Affordable Housing Restru | 12,434 | 39,097 | 0 | 0 | 0 |
| Fair Housing | 0 | 0 | 683,852 | 655,500 | 955,538 |
| Housing Development Support | 424,332 | 1,078,404 | 921,300 | 837,900 | 35,310,327 |
| New Construction | 5,352,914 | 15,841,117 | 0 | 0 | 0 |
| NewAffordableRentalHomes | 0 | 100,000 | 19,506,124 | 64,678,557 | 48,267,065 |
| Preservation | 1,997,565 | 1,604,110 | 0 | 0 | 0 |
| Preservation & Asset Mgmt | 0 | 0 | 4,094,826 | 22,174,117 | 16,117,852 |
| Rehabilitation | 2,880,686 | 9,557,074 | 0 | (12) | 0 |
| Total Expenditures | 10,667,931 | 28,219,802 | 25,206,102 | 88,346,062 | 100,650,782 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Housing units opened that are newly affordable | 279 | 182 | 362 | 653 | 753 |
| Effectiveness | | | | | |
| Vacancy rate of units built 0% to 60% median family income | 3% | 3% | 3% | 3% | 3% |
| Rolling three-year average of total units opened and preserved | 367 | 382 | 461 | 499 | 499 |
| Percentage of housing units opened or preserved in high opportunity areas | 54% | 55% | 50% | 50% | 50% |
| Efficiency | | | | | |
| Average investment per rental housing unit | \$31,000 | \$51,000 | \$75,000 | \$75,000 | \$75,000 |
| Workload | | | | | |
| Affordable housing units preserved | 288 | 156 | 58 | 150 | 150 |

Homeowner Access & Retention

| | |
|---|---|
| Description | <p>The Homeowner Access & Retention program (HARP) invests in services to help families from communities of color access homeownership opportunities. The program also serves to prevent displacement of long-time community residents by helping current homeowners retain their homes through home repair programs, and by funding foreclosure prevention education and counseling. Support for low-income, first-time homebuyers includes education and counseling as well as financial assistance provided for down payments and closing costs.</p> <p>Funding for home repair grants and loans also helps current low-income homeowners maintain their homes. Programs to improve the condition of existing housing address the impact that housing conditions can have on health. These healthy homes programs include administration of federal funds to reduce lead-based paint hazards in homes with young children. HARP also administers programs that provide incentives for the development of new homeownership opportunities for low- and moderate-income households, including property tax and system development charge exemptions.</p> |
| Goals | <p>The goals of the Homeowner Access & Retention program include:</p> <ul style="list-style-type: none">◆ Increasing the number of new homebuyers from communities of color;◆ Enabling homeownership by providing down payment assistance and closing costs, education, and counseling;◆ Stabilizing vulnerable homeowners by providing foreclosure prevention services; and◆ Providing home repair services to current homeowners so they can retain their homes. |
| Performance | <p>HARP performance measures show an increased demand for services, with the number of households receiving homebuyer education or counseling growing to 2,100 households. Of households receiving services, 28% purchased homes during the year. These performance metrics are directly tied to the <i>2035 Comprehensive Plan Policy 5.24</i> to preserve and produce affordable housing to meet the needs not met by the private market by coordinating plans and investments with housing providers and organizations.</p> |
| Changes to Services and Activities | <p>Citywide Tax Exemption Programs</p> <p>HARP implements citywide property tax exemption programs, used to incorporate affordability into private development activities, for both new rental and homeownership projects. Over the past year, PHB has been evaluating the effectiveness of the Homebuyer Opportunity Limited Tax Exemption (HOLTE) and Multiple-Unit Limited Tax Exemption (MULTE) programs in order to maximize their utilization by the development community and refine the public benefits received by the City and the low-income families residing in units built through these programs. PHB has modified the MULTE tax abatement program over the past year to streamline administrative requirements, emphasize minority contracting, prescribe a community-based lease-up process, and worked with Multnomah County to increase the program cap on foregone revenue from \$1.0 million to \$3.0 million annually.</p> |

The MULTE program anticipates being able to create or preserve over 300 units annually for household at or below 60% Median Family Income. In the last two months of 2015, \$1.6 Million of the new \$3.0 million cap was committed to the development of 104 new affordable units and the preservation of 203 affordable units located in the Vancouver/Williams Corridor, Goose Hollow, and Central Eastside neighborhoods.

HARP will continue to implement the homeownership and home retention strategies detailed in the N/NE Neighborhood Housing Strategy, which will include an increased emphasis on community outreach, partnering with community-based programs and organizations, and homeownership development.

Citywide Emergency Home Repair

The majority of PHB's resources for these home repair programs serving low-income homeowners have historically been restricted to use within the Interstate and Lents URAs. New General Fund ongoing resources totaling \$370,338 will expand access to the current list of nearly 100 low-income East Portland homeowners who have requested this type of assistance from PHB and were previously ineligible due to their location outside URA boundaries.

Mitigating Involuntary Displacement

HARP will deploy \$300,000 to address other factors contributing to involuntary displacement. This allocation will provide funding for homeowner retention services and case management for more than 300 homeowners, and support enhanced capacity for legal aid estate planning services, increased outreach and education around predatory real estate and lending practices, and assistance navigating existing community resources.

Rehabilitating and Creating Permanent Rental Affordability

With \$487,500 in new ongoing General Fund support, the Healthy Homes program will launch a new program providing conditional grants to owners of rental properties located in East Portland that have outstanding code violations. The grants will ensure unit rehabilitation and create regulated affordability for 10 years.

Enhanced Rental Inspections

HARP will also continue to work cooperatively with the Bureau of Development Services (BDS) on the Council directive to support the Enhanced Rental Inspections Program, including an enhanced model of rental inspections, and increased landlord and tenant education and outreach in 2017.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 8.79 | 8.96 | 8.71 | 8.76 | 8.96 |
| Expenditures | | | | | |
| Healthy Homes | 1,043,993 | 652,630 | 681,000 | 857,491 | 1,273,490 |
| Homebuyer & Foreclosure Education/Counseling | 672,001 | 660,553 | 650,000 | 0 | 0 |
| Homebuyer Financial Svcs | 2,539,829 | 2,058,786 | 2,264,522 | 1,774,234 | 1,426,558 |
| Homeowner Retention Svcs | 1,366,957 | 1,933,315 | 4,631,734 | 3,822,451 | 4,668,199 |
| Homeownership Development | 1,380 | 46,877 | 1,505,012 | 4,031,654 | 4,545,143 |

Portland Housing Bureau

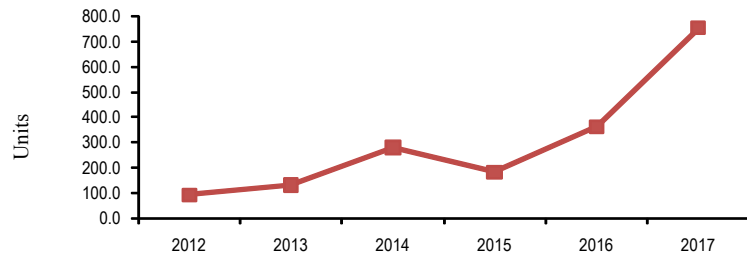
Community Development Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| Tax Exemption & Fee Waiver | 335,245 | 320,353 | 583,423 | 514,522 | 514,522 |
| Total Expenditures | 5,959,405 | 5,672,514 | 10,315,691 | 11,000,352 | 12,427,912 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of households receiving homebuyer education or counseling and subsequently purchasing a home | 27% | 28% | 28% | 28% | 28% |
| Percentage of households receiving home repairs and retaining their homes 12 months after services | 80% | 83% | 80% | 80% | 80% |
| Number of households receiving indirect assistance through foregone revenue (mortgage credit certificate, limited tax exemption, and system development charge exemption) | 327 | 335 | 335 | 335 | 335 |
| Workload | | | | | |
| Number of households receiving homebuyer education or counseling | 2,061 | 996 | 2,100 | 2,100 | 2,100 |
| Number of households receiving home repairs | 667 | 516 | 730 | 850 | 850 |

Performance Measures

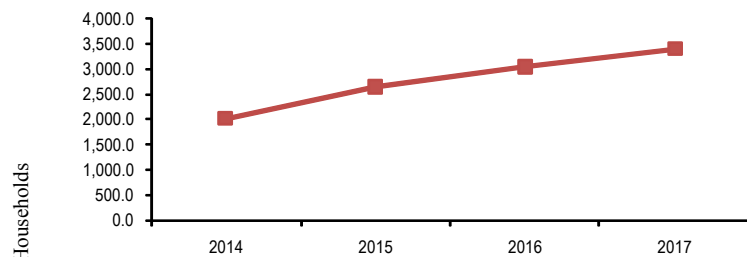
Housing Units Opened that are Newly Affordable

PHB opened 182 newly affordable units in FY 2014-15. The bureau anticipates opening another 362 in FY 2015-16 and 753 in FY 2016-17. All PHB-sponsored rental units are affordable to families with incomes at or below 60% median family income.



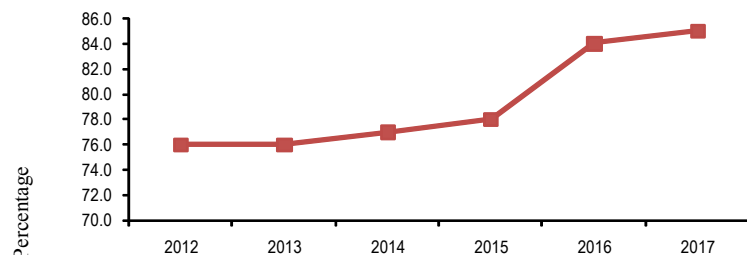
Total Number of Homeless Households Placed in Permanent Housing

PHB placed 2,643 households in permanent housing in FY 2015-16 and anticipates 3038 in FY 2016-17. The HART performance measures are linked to the strategic goals proposed by the Home For Everyone coordinating board and approved by the Home For Everyone Executive Committee. The Home For Everyone initiative strives to decrease by half the unmet housing need by 2017 through the additional placement of 1,350 individuals or 711 households in housing.



Retention Rate of Homeless Households Placed in Housing at 12 months

A goal of the bureau and the broader community is to ensure that the homeless households placed in permanent housing retain their housing and do not return to homelessness. Homeless service providers contact households at 6 and 12 months after placement, and retention targets are 80% for 6 months and 70% for 12 months. A higher number indicates more people are staying in housing. Retention rates for prior fiscal years have consistently exceeded the target for 12 months.



| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 350,337 | 515,911 | 657,587 | 541,800 | 541,800 |
| Intergovernmental | 26,789,294 | 37,442,139 | 40,209,161 | 81,213,329 | 93,426,083 |
| Bond & Note | 0 | 3,515,000 | 0 | 14,400,000 | 14,400,000 |
| Miscellaneous | 8,183,211 | 15,261,239 | 5,757,593 | 2,909,674 | 5,396,989 |
| Total External Revenues | 35,322,842 | 56,734,289 | 46,624,341 | 99,064,803 | 113,764,872 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 10,793,770 | 13,127,076 | 19,399,479 | 28,625,144 | 26,345,543 |
| Fund Transfers - Revenue | 55,012 | 1,070,000 | 2,674,554 | 1,200,000 | 1,200,000 |
| Interagency Revenue | 76,891 | 79,701 | 51,054 | 100,964 | 100,964 |
| Total Internal Revenues | 10,925,673 | 14,276,777 | 22,125,087 | 29,926,108 | 27,646,507 |
| Beginning Fund Balance | 4,690,343 | 10,001,301 | 1,641,174 | 12,455,619 | 11,898,934 |
| Total Resources | \$50,938,858 | \$81,012,367 | \$70,390,602 | \$141,446,530 | \$153,310,313 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 5,495,241 | 5,727,573 | 6,477,638 | 6,986,371 | 6,648,236 |
| External Materials and Services | 31,900,148 | 51,263,561 | 57,212,798 | 128,571,853 | 140,566,740 |
| Internal Materials and Services | 1,024,341 | 1,144,488 | 1,532,598 | 1,502,511 | 1,502,511 |
| Total Bureau Expenditures | 38,419,730 | 58,135,622 | 65,223,034 | 137,060,735 | 148,717,487 |
| Fund Expenditures | | | | | |
| Debt Service | 1,430,346 | 1,381,301 | 1,513,414 | 2,759,769 | 2,984,769 |
| Contingency | 0 | 0 | 2,891,500 | 1,112,675 | 1,092,445 |
| Fund Transfers - Expense | 1,087,481 | 624,487 | 762,654 | 513,351 | 515,612 |
| Total Fund Expenditures | 2,517,827 | 2,005,788 | 5,167,568 | 4,385,795 | 4,592,826 |
| Ending Fund Balance | 10,001,301 | 20,870,957 | 0 | 0 | 0 |
| Total Requirements | \$50,938,858 | \$81,012,367 | \$70,390,602 | \$141,446,530 | \$153,310,313 |
| Programs | | | | | |
| Administration & Support | 5,561,582 | 6,047,872 | 6,640,069 | 6,966,939 | 7,534,678 |
| Economic Opportunity | 2,412,778 | 2,271,157 | 2,176,531 | 2,132,200 | 2,142,002 |
| Homeowner Access & Retention | 5,959,405 | 5,672,514 | 10,315,691 | 11,000,352 | 12,427,912 |
| Housing Access & Retention | 13,818,034 | 15,924,277 | 20,884,641 | 28,615,182 | 25,962,113 |
| Housing Production & Preservation | 10,667,931 | 28,219,802 | 25,206,102 | 88,346,062 | 100,650,782 |
| Total Programs | 38,419,730 | \$58,135,622 | \$65,223,034 | \$137,060,735 | \$148,717,487 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000061 | Accounting Technician | 34,445 | 49,462 | 1.00 | 40,392 | 1.00 | 42,810 | 1.00 | 42,810 |
| 30000441 | Business Operations Manager | 82,098 | 109,346 | 1.00 | 99,504 | 1.00 | 102,904 | 1.00 | 102,904 |
| 30000569 | Financial Analyst, Principal | 82,098 | 109,346 | 1.00 | 109,008 | 1.00 | 109,288 | 1.00 | 109,288 |
| 30000568 | Financial Analyst, Sr | 69,285 | 92,498 | 1.00 | 90,916 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30001592 | Housing Administrative Specialist, Sr | 53,810 | 71,261 | 3.00 | 173,330 | 3.00 | 177,607 | 3.00 | 177,607 |
| 30001591 | Housing Business Systems Analyst, Asst | 57,803 | 76,586 | 1.00 | 71,142 | 1.00 | 74,074 | 1.00 | 74,074 |
| 30001361 | Housing Construction Coordinator | 60,674 | 80,434 | 2.00 | 141,108 | 2.00 | 141,108 | 2.00 | 141,108 |
| 30001362 | Housing Construction Coordinator, Sr | 66,955 | 88,754 | 3.00 | 215,136 | 3.00 | 221,220 | 3.00 | 221,220 |
| 30000417 | Housing Director | 112,195 | 160,618 | 1.00 | 160,620 | 1.00 | 160,620 | 1.00 | 160,620 |
| 30001260 | Housing Director, Assistant | 94,931 | 128,627 | 1.00 | 107,832 | 1.00 | 112,250 | 1.00 | 112,250 |
| 30001587 | Housing Financial Analyst | 63,752 | 84,469 | 3.00 | 221,104 | 3.00 | 225,844 | 3.00 | 225,844 |
| 30001588 | Housing Financial Analyst, Assistant | 57,803 | 76,586 | 1.00 | 67,896 | 1.00 | 70,196 | 1.00 | 70,196 |
| 30001367 | Housing Lead Grant Program Coordinator | 66,955 | 88,754 | 1.00 | 73,088 | 1.00 | 76,102 | 1.00 | 76,102 |
| 30001369 | Housing Loan Compliance Analyst | 53,810 | 71,261 | 1.00 | 53,808 | 1.00 | 53,808 | 1.00 | 53,808 |
| 30001364 | Housing Loan Coordinator | 57,803 | 76,586 | 1.00 | 65,208 | 1.00 | 67,896 | 1.00 | 67,896 |
| 30001365 | Housing Loan Coordinator, Sr | 63,752 | 84,469 | 2.00 | 153,540 | 2.00 | 156,114 | 2.00 | 156,114 |
| 30001596 | Housing Management Assistant | 57,803 | 76,586 | 1.00 | 69,046 | 1.00 | 71,871 | 1.00 | 71,871 |
| 30001363 | Housing Portfolio Finance Coordinator | 70,450 | 93,330 | 4.00 | 350,460 | 4.00 | 353,376 | 4.00 | 353,376 |
| 30001595 | Housing Program Coordinator | 66,955 | 88,754 | 8.92 | 744,101 | 9.92 | 832,386 | 7.92 | 698,466 |
| 30001593 | Housing Program Specialist | 60,674 | 80,434 | 4.00 | 278,776 | 4.00 | 286,465 | 3.00 | 225,781 |
| 30001594 | Housing Program Specialist, Assistant | 57,803 | 76,586 | 3.00 | 218,139 | 3.00 | 223,250 | 3.00 | 223,250 |
| 30000453 | Management Analyst, Principal | 82,098 | 109,346 | 1.00 | 82,092 | 1.00 | 84,340 | 1.00 | 84,340 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 2.00 | 168,848 | 2.00 | 171,975 | 2.00 | 171,975 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 1.00 | 34,440 | 1.00 | 34,440 | 1.00 | 34,440 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 2.00 | 175,404 | 2.00 | 175,877 | 2.00 | 175,877 |
| 30000465 | Program Manager | 69,285 | 92,498 | 2.00 | 175,740 | 2.00 | 178,590 | 1.00 | 109,314 |
| 30000466 | Program Manager, Sr | 82,098 | 109,346 | 1.00 | 95,932 | 1.00 | 99,870 | 1.00 | 99,870 |
| 30000495 | Public Information Officer | 69,285 | 92,498 | 1.00 | 71,472 | 1.00 | 73,912 | 1.00 | 73,912 |
| TOTAL FULL-TIME POSITIONS | | | | 54.92 | 4,308,082 | 55.92 | 4,470,689 | 51.92 | 4,206,809 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30001595 | Housing Program Coordinator | 66,955 | 88,754 | 1.00 | 66,960 | 1.00 | 71,621 | 1.00 | 71,621 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 1.00 | 76,099 | 1.00 | 65,588 | 1.00 | 65,588 |
| TOTAL LIMITED TERM POSITIONS | | | | 2.00 | 143,059 | 2.00 | 137,209 | 2.00 | 137,209 |
| GRAND TOTAL | | | | 56.92 | 4,451,141 | 57.92 | 4,607,898 | 53.92 | 4,344,018 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|-------------------|-------------------|--------------------|---------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 120,507,766 | 0 | 120,507,766 | 56.92 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 5,000,000 | 5,000,000 | 10,000,000 | 0.00 | Housing Emergency Adjustment |
| Mayor's Proposed Budget Decisions | | | | | |
| | 220,496 | 0 | 220,496 | 0.00 | Technical adjustments |
| | 104,532 | 0 | 104,532 | 1.00 | Program design & development coordinator |
| | 0 | 200,000 | 200,000 | 0.00 | AHFE - expanded veterans assistance |
| | 0 | 1,885,300 | 1,885,300 | 0.00 | AHFE - safety off the streets |
| | 0 | 4,487,500 | 4,487,500 | 0.00 | AHFE - permanent housing placements: rapid re-housing |
| | 1,100,000 | 0 | 1,100,000 | 0.00 | AHFE - homelessness prevention & diversion |
| | (1,794,362) | (1,960,300) | (3,754,662) | 0.00 | Requested new programming not included |
| | (223,600) | 223,600 | 0 | 0.00 | New East Portland homeownership assistance |
| | 1,210,300 | (1,210,300) | 0 | 0.00 | Intensive street engagement: move from one time to ongoing |
| | 0 | 10,202 | 10,202 | 0.00 | OMF interagency balancing |
| | 2,299,601 | 0 | 2,299,601 | 0.00 | Homeless law enforcement diversion program |
| Approved Budget Additions and Reductions | | | | | |
| | 20,000 | 0 | 20,000 | 0.00 | Rose City Resource Guide expansion |
| | 0 | 0 | 0 | (4.00) | Transition to Lead Agency/Joint Office |
| | 13,552,702 | 0 | 13,552,702 | 0.00 | Adjustments to reflect anticipated FY 2016-17 project spending |
| | (1,210,300) | 1,210,300 | 0 | 0.00 | Intensive street engagement: return to one time funding |
| | (2,299,601) | 0 | (2,299,601) | 0.00 | Remove homeless law enforcement diversion program |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 383,651 | 383,651 | 0.00 | Technical adjustments |
| | 17,979,768 | 10,229,953 | 28,209,721 | (3.00) | Total FY 2016-17 Decision Packages |
| | | | 148,717,487 | 53.92 | Total Adopted Budget |

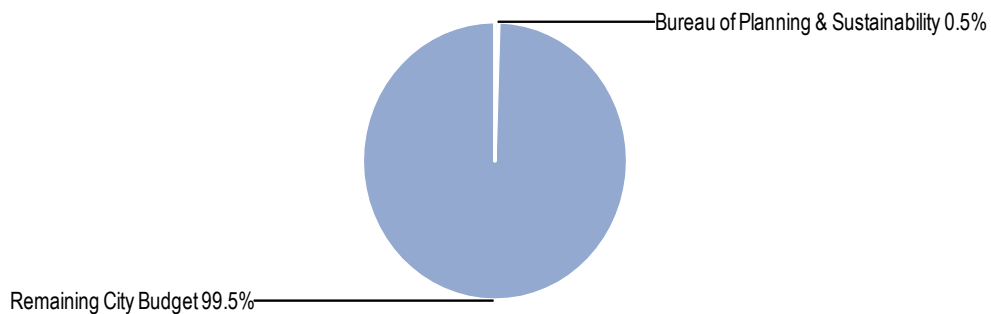
Bureau of Planning & Sustainability

Community Development Service Area

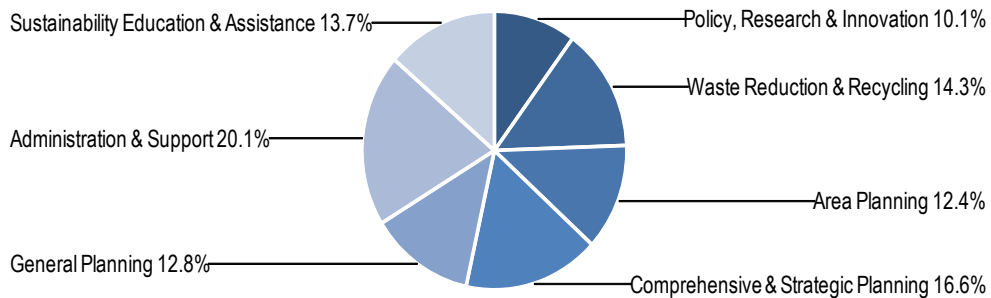
Mayor Charlie Hales, Commissioner-in-Charge

Susan Anderson, Director

Percent of City Budget



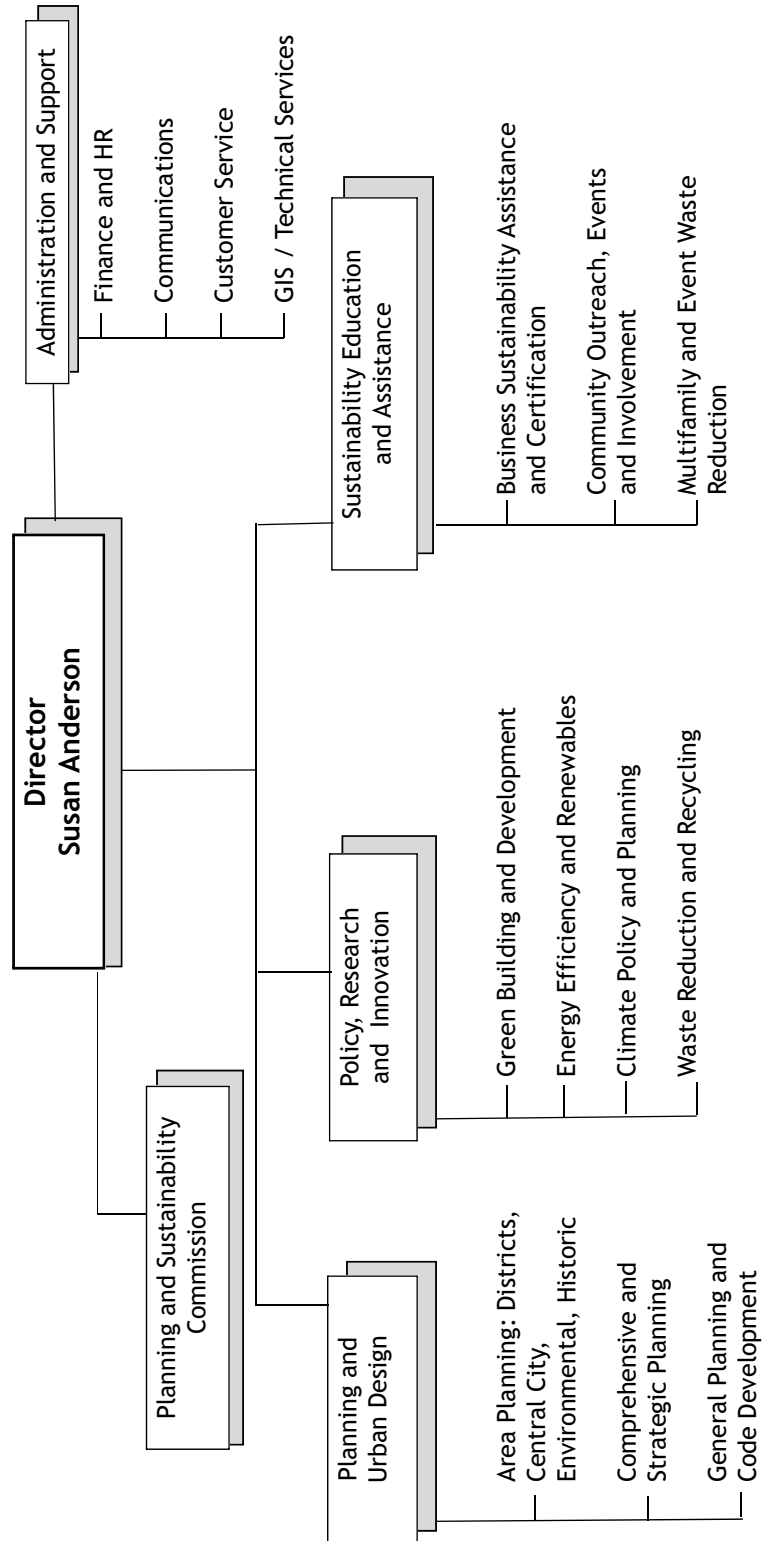
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 18,951,073 | 19,833,220 | 882,147 | 4.65 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 18,951,073 | 19,833,220 | 882,147 | 4.65 |
| Authorized Positions | 99.12 | 93.35 | (5.77) | (5.82) |

Bureau of Planning & Sustainability



Bureau Summary

Bureau Mission

Advance a sustainable city that is prosperous, healthy, resilient and equitable.

Bureau Overview

The Bureau of Planning & Sustainability (BPS) integrates sustainability principles into the core of Portland's strategic planning, land use planning and development policies. The depth of staff expertise and extensive community engagement are central to the bureau's commitment to delivering world class "planning and doing."

The bureau develops and implements policies and programs that provide health, environmental, economic, and social benefits to residents, businesses, and government. To accomplish these objectives, BPS works with the City Council, Planning and Sustainability Commission, other City bureaus, public agencies, businesses, non-profits, and community members to:

Create and champion big picture plans

- ◆ Portland Plan
- ◆ Comprehensive Plan
- ◆ Climate Action Plan
- ◆ Portland Recycles! Plan
- ◆ Central City 2035
- ◆ Willamette River Plan
- ◆ Area and neighborhood plans

Set development rules, code and policies

- ◆ Zoning code and standards for private and public development
- ◆ Environmental and industrial land policies
- ◆ Solid waste and recycling collection rules
- ◆ Energy and green building policies

Motivate voluntary and market-based action

- ◆ Engage, educate and collaborate with residents, businesses, community organizations and neighborhoods.
- ◆ Provide technical assistance and financing tools.
- ◆ Recognize community innovators and leaders for their contributions.

Research, demonstrate and evaluate innovative approaches

- ◆ Investigate local conditions and national and international best practices, and pilot new projects and programs.
- ◆ Inform policy makers and the community on significant and emerging issues.

Strategic Direction

The current BPS strategic plan identifies four primary roles for the bureau: create big picture plans; set development policy; motivate action; and research, demonstrate, and evaluate innovative approaches. All of this is in service to promoting a more prosperous, educated, healthy and equitable city as called for in the Portland Plan.

Create and Champion Big Picture Plans

In FY 2016-17 the bureau will achieve major milestones in its big picture guiding plans. Specifically, BPS will:

- ◆ Complete the new Comprehensive Plan
- ◆ Complete the Central City 2035 Plan
- ◆ Complete the Willamette River Plan - Central Reach
- ◆ Continue to implement the 2015 Climate Action Plan and 2014 Climate Change Preparation Strategy
- ◆ Complete the first progress report on the Portland Plan
- ◆ Update Portland's Electric Vehicle Strategy

Set Development Rules, Code, and Policies

BPS develops zoning regulations, development standards and other code provisions to implement the big picture plans. With the completion of several major big picture plans, this will be a greater focus for the bureau in the next few years. To meet this demand, BPS will need to realign its staff and skills to move toward plan implementation.

Motivate Voluntary and Market-Based Action

The bureau engages, educates and collaborates with residents, businesses, community organizations and neighborhoods to promote sustainable practices, choose active transportation options, support healthy homes and workplaces, and to encourage renewable energy and resource efficiency, recycling and composting.

Research, Demonstrate, and Evaluate Innovative Approaches

The bureau investigates local conditions and global best practices, pilots new projects and programs, and informs policy makers and the community on significant and emerging planning and sustainable development issues. In FY 2016-17, BPS will pursue resources and pilot projects to advance smart cities efforts.

Summary of Budget Decisions

Reductions

Sustainability

The budget includes the reduction of \$63,132 in ongoing General Fund resources, eliminating 0.40 FTE and shifting 0.10 FTE onto grant funds in the bureau's Sustainability Division.

Temporary Staffing Reductions

The budget includes the reduction of \$209,232 in one-time General Fund resources and the temporary (one-year) elimination of a Planner I position and a Program Coordinator position in the bureau's Planning Division. These positions are currently vacant, but were intended to provide assistance with the completion of the Central City 2035 Plan and provide coordination among land use, development, transportation and transit planning, respectively. These funds and positions will be returned to the bureau's base in FY 2017-18.

Adds

Completion of the Single-Dwelling Development Code Project

The budget includes \$361,360 in land use fee revenue in an interagency transfer between the Bureau of Development Services (BDS) and BPS to complete work on the Single-Dwelling Development Code project, initiated in FY 2015-16. This package includes support for 2.4 FTE as well as funding to provide notification and public information on changes to the zoning code.

Completion of the New Comprehensive Plan

The FY 2016-17 Budget includes the addition of \$175,664 in one time General Fund resources, including support for 0.55 FTE, to complete planning work on the new Comprehensive Plan. In the fall of 2016, the bureau will need to mail required state notices of zoning changes to all affected properties, which often results in high call volumes to BPS with follow-up questions. This package includes funding to send required notices, staff a call center to field ensuing questions, fund a portion of a Community Outreach and Information Representative to supervise the call center, and fund impact analyses to be conducted by the Portland Bureau of Transportation (PBOT).

Implementation of the Design Overlay Zone Assessment (DOZA)

The budget includes \$115,110 to start work on an estimated 18-month project to improve the Bureau of Development Services' (BDS') design review process, funded through land use fee revenue in an interagency agreement between BDS and BPS. In FY 2015-16, BPS and BDS hired a consultant to undertake an assessment of the City design review system. The assessment is expected to be completed in December 2016; to extent that changes are recommended, BPS will help legislate changes and provide updates to the zoning code. The bureau estimates that Portland will grow by 123,000 households by 2035, and this project is anticipated to help meet expected development needs through an improved design review process.

Expand Public Trash Collection

The budget includes an increase of \$380,020 and 1.0 FTE in the Solid Waste Management Fund to begin expansion of the City's system of public trash cans to all 31 Regional Centers, Town Centers, and Neighborhood Corridors identified in the new Comprehensive Plan. Currently, public garbage collection exists for 600 public garbage cans in 7 business districts. The ongoing operational cost of the expanded program is estimated at \$1.1 million per year, reflecting an increase of \$700,000 per year in program costs which are proposed to be funded through an increased commercial waste tonnage fee of \$1.30/ton in FY 2016-17 and another 1.30/ton in FY 2019-20, the final year of program expansion. This brings total tonnage fees leveraged by the City on commercial garbage haulers from \$8.30/ton in FY 2015-16 to \$9.60/ton in FY 2016-17 and \$10.90/ton in FY 2019-20.

Salmon Safe

The budget includes a \$48,000 grant to Salmon Safe, a nonprofit that works to transform land management practices so Pacific salmon can thrive in West Coast watersheds. This allocation will complete a 30-month project to secure Salmon-Safe Certification for City operations.

Interagency Balancing

The Adopted Budget includes the bureau's allocation of costs associated with moving the data center from the third floor of the Portland Building and relocating the daycare center, funded through \$43,553 in one-time General Fund resources.

Carryover**FY 2015-16 Program Carryover**

The FY 2016-17 Adopted Budget includes \$341,300 in one-time General Fund carryover for various projects, including the Beach Access Master Plan, Central City 2035 Project, Off-Road Cycling Plan, Salmon Safe certification project, Residential Infill project, and Inclusionary Housing.

Comprehensive & Strategic Planning

Description

The Comprehensive and Strategic Planning program focuses on policies, projects and services that have citywide impact. This program's functions are at the core of the City's long-range planning efforts and engagement with the region's growth management program.

This program includes four subprograms:

- ◆ Comprehensive Plan Update/Portland Plan
- ◆ Coordinated Land Use and Transportation/Transit Planning
- ◆ Policy & Research
- ◆ Urban Design and Historic Preservation

Top priorities for FY 2016-17 include:

- ◆ Completion of the State-mandated Comprehensive Plan.
- ◆ Completion of the initial code and map amendments for the new Comprehensive Plan.
- ◆ Collaboration with the Housing Bureau on housing and anti-gentrification strategies.
- ◆ Initial implementation of transit-related community development actions for the Inner Powell / Outer Division Transit Corridor (partially funded with a Metro grant).
- ◆ Continued development of design and development plans for the SW Transit Corridor.
- ◆ A study of development potential on 82nd Avenue (partially funded with a Metro grant).
- ◆ Initiation of an update of Multi-Dwelling development standards and regulations (partially funded with a Metro grant).
- ◆ Economic and urban design analysis related to new Zoning Code provisions for single-dwelling and multifamily development; transit corridor development strategies; and Design Overlay Zone Assessment.
- ◆ Economic and urban design analysis related to specific development proposals and Portland Development Commission projects.

Goals

This program works to advance a prosperous, healthy, resilient and equitable city. Specific goals focus on creating healthy connected neighborhoods; centers and corridors; promoting economic prosperity for business and households; protecting and improving natural resources; and guiding future growth to increase equity and resilience.

Performance

Reaching a capture rate of greater than 30 percent of the development of new housing in the region is important for the vitality of Portland neighborhoods, as well as for climate change and compact growth objectives. In 2014, about 38 percent of new housing units in the region were built in Portland.

With the Portland Plan, City Council adopted 12 measures to track overall success, including equity, resident satisfaction, educational progress, household prosperity, job growth, business growth, access to transit and active transportation options, carbon emissions, human health, complete neighborhoods, watershed health and safety. Through the Comprehensive Plan Update, BPS is evaluating how different land use and infrastructure investment choices may impact these metrics. The bureau's planning programs may be evaluated against these metrics in the future.

Changes to Services and Activities

A one-time cut to General Fund resources eliminates a Program Coordinator position that coordinates among land use and development planning and transportation and transit planning. The work linking transportation and land use has been core to Portland's planning success. In the coming years, the focus on this work would be on linking equitable neighborhood and economic development with planning and development of new transit. The elimination of this position reduces the amount and depth of this work.

A decision package funds the completion of the Comprehensive Plan project by funding required public notice and the ability of Portland Bureau of Transportation (PBOT) to provide technical assistance needed to compete the plan. The decision package also funds the Area Planning program to provide public and information services needed to complete the Comprehensive Plan.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 22.03 | 14.70 | 17.32 | 14.00 | 14.00 |
| Expenditures | | | | | |
| Code Development | 530,558 | 576,501 | 0 | 0 | 0 |
| Comprehensive & Strategic Planning | 688,848 | 1,076,566 | 0 | 0 | 0 |
| Policy & Research | 0 | 0 | 361,139 | 393,998 | 393,998 |
| Portland & Comprehensive Plan | 1,394,648 | 1,726,925 | 1,255,367 | 1,933,129 | 1,933,129 |
| Urban Design | 0 | 0 | 341,810 | 463,748 | 463,748 |
| Total Expenditures | 2,614,054 | 3,379,992 | 1,958,316 | 2,790,875 | 2,790,875 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of new housing units in the four-county region that are within the City of Portland | 31% | 37% | 40% | 37% | 37% |
| Percentage of Portlanders living in complete neighborhoods | 64% | 64% | 62% | 65% | 66% |
| Effectiveness | | | | | |
| Overall city livability: percentage of respondents rating "good" or "very good" | 82% | 74% | 83% | 80% | 82% |
| Planning for future land use: percentage of respondents rating "good" or "very good" | 42% | 31% | 38% | 38% | 40% |

Administration & Support

Description This group provides a broad array of services and skills to enable an efficient, high-functioning organization. These actions include leadership by the bureau director, communications team, GIS/technology services and day-to-day support of finance, human resources and administrative staff.

Goals The program works to make the bureau operations technically credible and run as efficiently and smoothly as possible in support of the overall bureau goal of creating a prosperous, healthy, resilient and equitable city.

Performance The bureau continues to meet stringent requirements for grant compliance. In internal administration, BPS conducts bi-annual surveys of internal customer service and continually refines operating procedures for clarity and ease of access to program staff.

Changes to Services and Activities No major changes are anticipated for FY 2016-17.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------------------|------------------------------|------------------------------|-----------------------------------|----------------------------|------------------------------|
| FTE | 10.25 | 12.25 | 11.75 | 11.75 | 11.75 |
| Expenditures | | | | | |
| Administration & Support | 0 | 0 | 0 | 48,000 | 48,000 |
| Bureau Operating Costs | 1,040,903 | 1,042,856 | 1,774,713 | 1,844,090 | 1,853,083 |
| Business Services | 1,122,132 | 1,358,856 | 765,722 | 809,774 | 809,774 |
| Communications | 136,398 | 68 | 0 | 1,700 | 1,700 |
| Director's Office | 388,049 | 447,146 | 430,715 | 452,801 | 452,801 |
| Operations | 0 | (2) | 0 | 0 | 0 |
| Technical Administrative Support | 31,358 | 313,656 | 217,770 | 205,286 | 205,286 |
| Total Expenditures | 2,718,840 | 3,162,580 | 3,188,920 | 3,361,651 | 3,370,644 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Workload | | | | | |
| Value of grants and contracts awarded | \$2,244,704 | \$2,039,160 | \$1,150,000 | \$1,800,000 | \$1,800,000 |

Area Planning

| | |
|--------------------|--|
| Description | <p>The Area Planning program undertakes plans, development strategies and code amendments for development in geographically specific sections of the City. Also referred to as "place-making," the focus of long-range area planning is to guide the growth and development to produce economically vital and livable districts, neighborhoods, corridors and places in Portland.</p> <p>The program includes the District Planning program, which provides a key part of the City's community development work. District Liaisons maintain relationships and lines of communication with neighborhood interests and provide ongoing expertise about local issues.</p> <p>The Area Planning program includes three subprograms:</p> <ul style="list-style-type: none">◆ District Planning◆ Central City Planning◆ Environmental Planning |
| Goals | <p>The top priorities for FY 2016-17 for this program are:</p> <ul style="list-style-type: none">◆ Completion of the Central City 2035 Plan and related new zoning code provisions.◆ Completion of the State-mandated Comprehensive Plan.◆ Completion of the Willamette River Central Reach plan.◆ Initiation of a multi-year program of environmental code improvement projects to implement the new Comprehensive Plan.◆ Analysis related to specific environmental and development issues included in the court case related to development in the flood plain.◆ Undertaking code amendments related to specific neighborhood issues and development projects. <p>This program also works to support a prosperous, healthy, resilient and equitable city with a focus on helping neighborhood and district interests manage the changes that come with growth and development.</p> <p>Specific goals focus on creating healthy connected neighborhoods, centers and corridors; protecting and improving natural resources; and guiding future growth to increase equity and resilience. This program leads the update of the Central City 2035 Plan and the Willamette River Plan and plays a lead role in public engagement and preparing the Comprehensive Plan.</p> |
| Performance | <p>The ratings for bureau performance measures around the percentage of people living in walkable complete neighborhoods with access to shopping are headed in a positive direction, but there continues to be considerable variation between neighborhoods.</p> <p>In East Portland neighborhoods, the program's work seeks to increase these complete community characteristics and address gentrification pressures.</p> <p>In Inner East neighborhoods, the program works to increase or maintain community satisfaction with the design and management of new development/change and address gentrification pressures where relevant.</p> |

Bureau of Planning & Sustainability

Community Development Service Area

Changes to Services and Activities

A one-time cut in General Fund resources eliminates a City Planner I position that is important for completion of the Central City 2035 (CC2035). This, coupled with the end of funding for two Associate Planner positions on the CC2035 team, will delay completion of CC2035.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 13.55 | 18.20 | 16.42 | 13.55 | 13.55 |
| Expenditures | | | | | |
| Central City Planning | 1,109,723 | 901,728 | 1,074,973 | 633,286 | 633,286 |
| District Planning | 455,475 | 880,030 | 912,086 | 1,069,376 | 1,069,376 |
| River & Environmental | 0 | 0 | 432,878 | 379,444 | 379,444 |
| River Planning | 96,101 | 4,570 | 0 | 0 | 0 |
| Youth Program | 195 | 0 | 0 | 0 | 0 |
| Total Expenditures | 1,661,494 | 1,786,328 | 2,419,937 | 2,082,106 | 2,082,106 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Percentage of significant natural resources protected through non-regulatory and/or regulatory measures | 82% | 82% | 82% | 83% | 83% |
| Percentage of residents rating neighborhood livability "good" or "very good" | 85% | 86% | 88% | 86% | 88% |
| Percentage of residents rating access to shopping and other services "good" or "very good" | 76% | 75% | 78% | 78% | 80% |

Policy, Research & Innovation

| | |
|---|---|
| Description | <p>The Policy, Research and Innovation Program provides research, analysis, technical assistance, demonstration projects, and policy and program development to advance City goals around an equitable, prosperous, and healthy, low-carbon community. Specifically, the program addresses:</p> <ul style="list-style-type: none"> ◆ Climate change ◆ Energy efficiency and renewable energy ◆ Green building and development ◆ Ecodistricts ◆ Food policy and programs ◆ Equity ◆ Sustainability in City operations ◆ Human health <p>Efforts focus on policy, programs and projects that support innovation and institutionalize sustainable practices. The program also monitors legislative issues related to sustainable development, develops federal, state, Metro and foundation funding proposals to support bureau priorities, and coordinates broad sustainability initiatives such as the City's Climate Action Plan.</p> |
| Goals | <p>Key goals for FY 2016-17 include implementing energy performance scores for homes and mid-size commercial buildings, increasing the use of electric vehicles in Portland, seeking resources to support community organizations working on climate change, accelerating the installation of solar electric systems, and improving access to healthy food in Portland neighborhoods.</p> |
| Performance | <p>Countering the national trend, local emissions of carbon dioxide, the primary cause of climate change, continue to decline in both per capita and absolute terms; Portland has achieved a 21 percent reduction compared to a 8 percent increase for the U.S. as a whole. On a per capita basis, emissions are now 41 percent lower than 1990 levels. This reflects a wide range of efforts by the City, businesses, residents, and many community partners to create walkable neighborhoods, reduce energy use, increase active transportation, reduce solid waste, and increase renewable energy sources like solar and wind.</p> |
| Changes to Services and Activities | <p>No major changes are anticipated for FY 2016-17.</p> |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 15.17 | 13.35 | 14.57 | 12.85 | 12.85 |
| Expenditures | | | | | |
| Clean Energy | 499,119 | 312,778 | 260,976 | 415,121 | 415,120 |
| Climate Policy & Planning | 753,473 | 669,048 | 768,503 | 670,940 | 670,940 |
| Green Building & Development | 711,104 | 578,335 | 673,423 | 476,627 | 476,627 |
| Policy Analysis and Research | 10,532 | (23) | 0 | 0 | 0 |
| Policy, Research & Innovation | 66,662 | 72,015 | 0 | 0 | 0 |

Bureau of Planning & Sustainability

Community Development Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| Sustainable City Government | 43,047 | 4,845 | 55,260 | 0 | 0 |
| Sustainable Food | 135,984 | 153,467 | 158,600 | 128,944 | 128,944 |
| Total Expenditures | 2,219,921 | 1,790,465 | 1,916,762 | 1,691,632 | 1,691,631 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage reduction in per person carbon emissions from 1990 levels | 31% | 41% | 41% | 42% | 42% |
| Effectiveness | | | | | |
| Per capita residential energy use (million BTUs) | 27.70 | 27.70 | 26.00 | 26.00 | 26.00 |
| Number of certified green buildings in Portland | 2,123 | 2,362 | 2,250 | 2,600 | 2,600 |
| Utility savings to City from energy- and water-efficiency projects and waste and toxics reduction (million dollars) | \$5.95 | \$7.27 | \$6.15 | \$6.20 | \$6.20 |
| Percentage of City electricity use from renewable resources | 51.3% | 68.8% | 100.0% | 100.0% | 100.0% |
| Number of residential and commercial solar energy systems installed in Portland since 2006 | 2,775 | 3,163 | 3,600 | 4,000 | 4,000 |
| Workload | | | | | |
| Number of development projects provided with green building assistance | 21 | 4 | 15 | 15 | 15 |
| Number of design and construction industry professionals trained in green building practices | 997 | 1,057 | 800 | 1,000 | 1,000 |

Waste Reduction & Recycling

| | |
|---|--|
| Description | <p>The Waste Reduction and Recycling program is responsible for the collection of solid waste, recycling and compostable materials from residences and businesses within the Portland Urban Services Boundary. The program carries out City Council's policy direction to reduce waste, increase recycling and composting, and maintain high-quality garbage and recycling collection at reasonable rates.</p> <p>Residential waste program responsibilities include franchising residential collection companies, enforcing service standards, setting rates, educating customers, and promoting waste reduction and recycling in coordination with the bureau's Sustainability Education and Assistance program.</p> <p>The commercial waste program establishes service standards, issues permits, and ensures compliance with the City's requirement that businesses recycle at least 75 percent of their waste by 2015. Commercial service is not franchised or rate regulated in Portland. The commercial program is also responsible for contracting for collection of public garbage and recycling cans in several business districts and for addressing garbage or recycling containers that are inappropriately stored by businesses in the public right-of-way.</p> |
| Goals | <p>The program works to achieve City Council's goal of recycling 75 percent of all solid waste, which was established as part of the Portland Recycles! Plan in 2007. Since that plan set program direction through 2015, BPS will report on the accomplishments and progress made over the past eight years and outline near-term priority projects: mandatory business food scrap collection, improvements to multifamily recovery programs, and a sustainable consumption and production strategy.</p> <p>The Solid Waste and Recycling Hotline fields roughly 16,000 calls and emails each year from residents as staff answer questions, resolve concerns, and provide guidance about curbside recycling.</p> |
| Performance | City Council established a goal of recovering (i.e., recycling plus composting) 75 percent of all solid waste by 2015. The current recovery rate is 68 percent. |
| Changes to Services and Activities | There will be an increased focus on commercial and multifamily programs in FY 2016-17. BPS will also begin to expand the provision of public trash can collection to additional business districts. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 11.00 | 9.60 | 9.50 | 10.50 | 10.50 |
| Expenditures | | | | | |
| Solid Waste Commercial | 915,452 | 776,870 | 1,147,642 | 1,339,711 | 1,339,711 |
| Solid Waste Residential | 1,087,447 | 1,006,767 | 1,050,913 | 1,066,937 | 1,066,937 |
| Total Expenditures | 2,002,899 | 1,783,637 | 2,198,555 | 2,406,648 | 2,406,648 |

Bureau of Planning & Sustainability

Community Development Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Percentage of waste recycled or composted | 70% | 69% | 68% | 68% | 68% |
| Effectiveness | | | | | |
| Percentage of residential material diverted from wastestream | 68% | 63% | 64% | 64% | 64% |
| Percentage of commercial material diverted from wastestream | 63% | 71% | 70% | 70% | 70% |
| Citizen satisfaction with solid waste and recycling programs (percentage of respondents rating "good" or "very good") | 72% | 74% | 75% | 75% | 75% |
| Efficiency | | | | | |
| Typical residential garbage and recycling monthly bill, adjusted for inflation (in year 2000 dollars) | \$29.35 | \$29.35 | \$29.35 | \$29.15 | \$29.15 |
| Workload | | | | | |
| Pounds of solid waste generated per household | 774 | 816 | 817 | 817 | 817 |
| Tons of solid waste generated by businesses | 265,463 | 277,975 | 285,000 | 285,000 | 285,000 |

Sustainability Education & Assistance

| | |
|---|---|
| Description | <p>The Sustainability Education and Assistance program engages, educates and collaborates with residents, businesses, community organizations, and neighborhoods to make informed decisions about sustainable practices with a particular focus on resource conservation. The team's responsibilities include design, development, coordination, implementation, and evaluation of public outreach and involvement programs and events.</p> <p>Programs run by the Sustainability Education and Assistance team include:</p> <ul style="list-style-type: none"> ◆ Business Sustainability Assistance and Certification ◆ Multifamily and Event Waste Reduction ◆ Residential Outreach and Events <p>Efforts focus on motivating voluntary and market-based actions through the implementation of customer-focused programs and campaigns that advance City and bureau goals around a sustainable city that is prosperous, healthy, resilient and equitable. The program also staffs Sustainability at Work, the Master Recycler Program, Be Cart Smart, and Fix-It Fairs, and coordinates the bureau and inter-bureau participation at diverse community events.</p> |
| Goals | <p>The Sustainability Education and Assistance programs support the City's goals to reduce carbon emissions 80 percent below 1990 levels by 2050, recover 75 percent of all solid waste by 2015, and reduce per capita waste generation below 2005 levels by the year 2015. FY 2016-17 priority projects includes launching a mandatory business food scrap collection program, ensuring equity garbage and recycling services for multifamily residents, and a sustainable consumption and production strategy. The Sustainability Education and Assistance programs also advances the bureau goals of a prosperity, health, resiliency and equity.</p> |
| Performance | <p>In FY 2016-17, the program expects to reach 180,000 residents, 25,000 multifamily households, and 9,000 businesses with sustainability outreach and assistance.</p> |
| Changes to Services and Activities | <p>No major changes are planned for FY 2016-17.</p> |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 16.90 | 17.77 | 16.40 | 15.50 | 15.50 |
| Expenditures | | | | | |
| Business Sustainability Assistance | 727,822 | 747,167 | 818,437 | 765,842 | 765,842 |
| Communications | 385,204 | 384,014 | 419,997 | 366,883 | 366,883 |
| Multifamily | 270,738 | 285,150 | 378,823 | 382,687 | 382,687 |
| Residential Outreach | 739,935 | 767,039 | 732,188 | 777,345 | 777,345 |
| Sustainability Education & Assistance | 23,910 | 38,457 | 0 | 0 | 0 |
| Total Expenditures | 2,147,609 | 2,221,827 | 2,349,445 | 2,292,757 | 2,292,757 |

Bureau of Planning & Sustainability

Community Development Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Efficiency | | | | | |
| Cost per-Fix-It Fair workshop participant | \$82.00 | \$66.14 | \$68.89 | \$68.00 | \$68.00 |
| Workload | | | | | |
| Number of residents reached by sustainability training and outreach | 120,000 | 190,238 | 180,000 | 180,000 | 180,000 |
| Number of businesses reached by sustainability outreach and training | 1,013 | 1,112 | 1,200 | 1,400 | 1,400 |
| Number of multifamily units provided with waste reduction assistance | 19,500 | 12,870 | 40,000 | 25,000 | 25,000 |
| Bureaus, offices, or locations assisted with sustainability projects | 36 | 38 | 35 | 100 | 100 |
| City staff receiving sustainability training or train-the-trainer assistance | 84 | 69 | 60 | 60 | 60 |
| Number of citizens participating in workshops | 1,149 | 1,484 | 1,800 | 1,900 | 1,900 |

General Planning (Code Development)

Description

This program includes overall management and communications for planning programs, policy research staff, GIS staff and the Code Development program.

The Code Development program leads the Regulatory Improvement Program, which develops and manages an annual package of zoning code improvements in collaboration with the Bureau of Development Services. The program also leads major code improvement projects, which can take up to 18 months to complete.

In FY 2016-17 the program will complete the Design Overlay Zone Assessment (DOZA) and will initiate projects to implement the DOZA recommendations. This includes update of the Community Design Standards.

The program also leads special projects related to acute development issues that emerge every year and vary in scale. Some can be addressed with ongoing staff. Others, such as the Single-Dwelling Infill Development project, require supplementary funding. The Code Development Program also provides expert code development services to other bureau projects such as the Central City 2035 and Comprehensive Plan implementation projects.

Two policy research staff provide demographic and economic technical analysis to establish the factual basis for policy development and other projects bureau-wide and in other City bureaus.

Goals

Priorities for this program area include:

- ◆ Completion of the Comprehensive Plan update and CC2035 Plan.
- ◆ Completion of the Single-dwelling Infill Development project.
- ◆ Completion of DOZA and initiation of an update to the community design standards.
- ◆ The Regulatory Improvement Code Amendment Program (RICAP).
- ◆ Continued work on acute development issues, currently code issues related to the provision of affordable housing and emergency shelter.

This program works to improve the function, effectiveness and efficiency of BPS planning programs through management and expert services; improve the City Zoning Code; and develop new or improved code provisions to accomplish the goals of the Comprehensive Plan, Portland Plan and Climate Action Plan. The program focuses on creating healthy connected neighborhoods; centers and corridors; promoting economic prosperity for business and households; protecting and improving natural resources; and guiding future growth to increase equity and resilience.

Performance

Reaching a capture rate of greater than 30 percent of the development of new housing in the region is important for the vitality of Portland neighborhoods as well as for regional climate change and compact growth objectives. In 2014, about 38 percent of new housing units in the region were built in Portland.

Bureau of Planning & Sustainability

Community Development Service Area

With the Portland Plan, City Council adopted 12 measures to track overall success, including equity, resident satisfaction, educational progress, household prosperity, job growth, business growth, access to transit and active transportation options, carbon emissions, human health, complete neighborhoods, watershed health, and safety. Through the Comprehensive Plan Update, BPS is evaluating how different land use and infrastructure investment choices may impact these metrics. The bureau's planning programs may be evaluated against these metrics in the future.

Changes to Services and Activities

The budget includes \$361,360 in land use fee revenue through an interagency agreement between the Bureau of Development Services (BDS) and BPS to complete work on the Single-Dwelling Development Code project, initiated in FY 2015-16. This package includes support for 2.4 FTE as well as funding to provide notification and public information on changes to the zoning code.

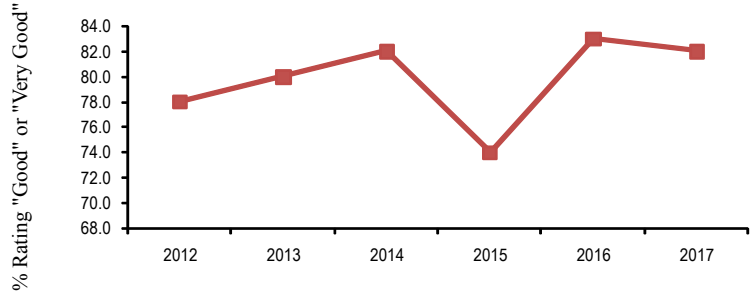
Another decision package funds implementation of improvement and expansion of the design review system. This implements key recommendations of the new Comprehensive Plan and the Central City 2035 Plan.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 0.00 | 11.65 | 13.17 | 15.20 | 15.20 |
| Expenditures | | | | | |
| Code Development | 0 | 0 | 1,258,295 | 1,105,970 | 1,105,970 |
| General Planning | 0 | 0 | 997,633 | 1,048,056 | 1,048,056 |
| Total Expenditures | 0 | 0 | 2,255,928 | 2,154,026 | 2,154,026 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Percentage of residents rating the attractiveness of new residential development "good" or "very good" | 63% | 46% | 48% | 48% | 52% |

Performance Measures

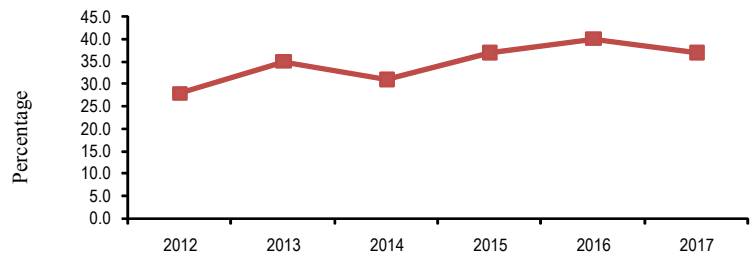
Citywide Livability Rating

Overall city livability ratings have remained fairly high, but some neighborhoods (particularly in East Portland) are significantly less satisfied with city livability than other neighborhoods.



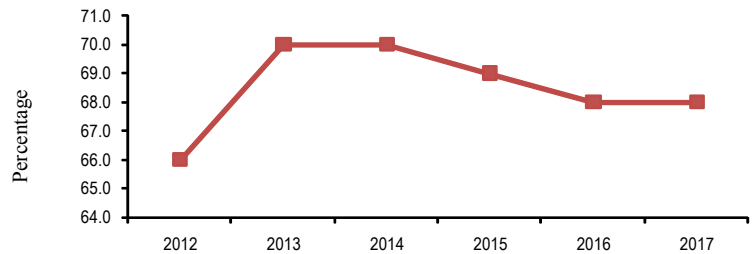
Percentage of New Housing in Four County Region within City

Portland's share of the region's housing has increased notably in recent years, reflecting increasing residential development in the city.



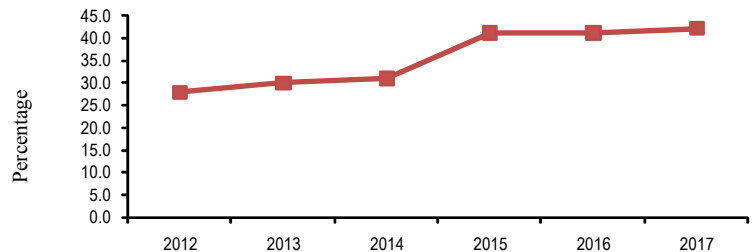
Percentage of Waste Recycled or Composted

Portland's recovery rate is about twice the national average. Program changes, including collecting food scraps from residences, contributed to the jump in 2013. The recovery rate has remained at about 70% since then.



Percentage Reduction in Per Person Carbon Emissions from 1990 Levels

Portland residents and businesses are making progress in reducing carbon pollution, but efforts need to accelerate in order for Portland to respond to the rising urgency of climate change.



Bureau of Planning & Sustainability

Summary of Bureau Budget

Community Development Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 2,811,795 | 2,816,877 | 2,903,916 | 2,957,729 | 2,957,729 |
| Charges for Services | 2,192,539 | 2,385,530 | 2,253,475 | 2,806,284 | 2,806,284 |
| Intergovernmental | 2,335,583 | 2,125,088 | 976,299 | 1,791,732 | 1,791,732 |
| Miscellaneous | 90,914 | 81,536 | 86,202 | 83,313 | 83,313 |
| Total External Revenues | 7,430,831 | 7,409,031 | 6,219,892 | 7,639,058 | 7,639,058 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 6,657,042 | 7,475,956 | 8,388,326 | 7,745,528 | 7,754,521 |
| General Fund Overhead | 544,977 | 587,547 | 783,723 | 794,790 | 794,790 |
| Fund Transfers - Revenue | 183 | 246 | 0 | 0 | 0 |
| Interagency Revenue | 384,323 | 432,748 | 633,746 | 870,940 | 870,940 |
| Total Internal Revenues | 7,586,525 | 8,496,497 | 9,805,795 | 9,411,258 | 9,420,251 |
| Beginning Fund Balance | 906,518 | 1,102,793 | 2,925,386 | 2,773,911 | 2,773,911 |
| Total Resources | \$15,923,874 | \$17,008,321 | \$18,951,073 | \$19,824,227 | \$19,833,220 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 10,372,877 | 10,676,023 | 11,314,881 | 11,434,177 | 11,434,177 |
| External Materials and Services | 1,885,385 | 2,015,063 | 2,651,316 | 2,897,567 | 2,897,566 |
| Internal Materials and Services | 2,310,057 | 2,422,684 | 2,321,666 | 2,447,951 | 2,456,944 |
| Total Bureau Expenditures | 14,568,319 | 15,113,770 | 16,287,863 | 16,779,695 | 16,788,687 |
| Fund Expenditures | | | | | |
| Debt Service | 46,063 | 50,304 | 57,742 | 62,016 | 62,016 |
| Contingency | 0 | 0 | 2,427,825 | 81,152 | 80,361 |
| Fund Transfers - Expense | 206,699 | 164,254 | 177,643 | 191,907 | 192,699 |
| Total Fund Expenditures | 252,762 | 214,558 | 2,663,210 | 335,075 | 335,076 |
| Ending Fund Balance | 1,102,793 | 1,679,993 | 0 | 2,709,457 | 2,709,457 |
| Total Requirements | \$15,923,874 | \$17,008,321 | \$18,951,073 | \$19,824,227 | \$19,833,220 |
| Programs | | | | | |
| Administration & Support | 2,718,840 | 3,162,580 | 3,188,920 | 3,361,651 | 3,370,644 |
| Area Planning | 1,661,494 | 1,786,328 | 2,419,937 | 2,082,106 | 2,082,106 |
| Comprehensive & Strategic Planning | 2,614,054 | 3,379,992 | 1,958,316 | 2,790,875 | 2,790,875 |
| General Planning | 0 | 0 | 2,255,928 | 2,154,026 | 2,154,026 |
| Policy, Research & Innovation | 2,219,921 | 1,790,465 | 1,916,762 | 1,691,632 | 1,691,631 |
| Specialized Planning | 1,203,502 | 988,941 | 0 | 0 | 0 |
| Sustainability Education & Assistance | 2,147,609 | 2,221,827 | 2,349,445 | 2,292,757 | 2,292,757 |
| Waste Reduction & Recycling | 2,002,899 | 1,783,637 | 2,198,555 | 2,406,648 | 2,406,648 |
| Total Programs | 14,568,319 | \$15,113,770 | \$16,287,863 | \$16,779,695 | \$16,788,687 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------------------------------|---|--------------|---------|-----------------------|------------------|------------------------|------------------|-----------------------|------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000063 | Accountant II | 54,371 | 68,453 | 1.00 | 68,448 | 1.00 | 68,448 | 1.00 | 68,448 |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 1.00 | 49,272 | 1.00 | 75,900 | 1.00 | 75,900 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 4.00 | 230,561 | 4.00 | 238,364 | 4.00 | 238,364 |
| 30000436 | Administrative Supervisor I | 59,800 | 79,726 | 1.00 | 67,452 | 1.00 | 70,224 | 1.00 | 70,224 |
| 30000448 | Business Systems Analyst | 62,795 | 83,720 | 1.00 | 73,260 | 1.00 | 75,260 | 1.00 | 75,260 |
| 30000449 | Business Systems Analyst, Sr | 69,285 | 92,498 | 1.00 | 84,778 | 1.00 | 88,248 | 1.00 | 88,248 |
| 30000184 | Code Specialist II | 46,259 | 61,256 | 1.00 | 55,788 | 1.00 | 58,551 | 1.00 | 58,551 |
| 30000492 | Community Outreach & Informtn Rep | 59,800 | 79,726 | 4.00 | 303,996 | 4.00 | 305,764 | 4.00 | 305,764 |
| 30000506 | Conservation Program Coordinator | 65,957 | 87,963 | 3.00 | 259,812 | 2.60 | 228,654 | 2.60 | 228,654 |
| 30000507 | Conservation Program Coordinator, Sr | 69,285 | 92,498 | 5.00 | 429,681 | 5.00 | 438,203 | 5.00 | 438,203 |
| 30000509 | Conservation Program Manager | 82,098 | 109,346 | 1.00 | 99,084 | 0.90 | 97,884 | 0.90 | 97,884 |
| 30000505 | Conservation Program Specialist | 59,800 | 79,726 | 7.00 | 462,339 | 6.25 | 464,115 | 6.25 | 464,115 |
| 30000566 | Financial Analyst, Assistant | 49,275 | 75,899 | 1.00 | 70,488 | 1.00 | 73,386 | 1.00 | 73,386 |
| 30000568 | Financial Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000373 | Graphics Designer III | 67,309 | 85,946 | 1.00 | 67,308 | 1.00 | 69,289 | 1.00 | 69,289 |
| 30000212 | Inf Syst Tech Analyst IV-Vertical GIS | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 2.00 | 161,532 | 2.00 | 163,660 | 2.00 | 163,660 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 1.00 | 61,011 | 1.00 | 63,504 | 1.00 | 63,504 |
| 30000011 | Office Support Specialist I | 31,366 | 44,803 | 1.00 | 40,816 | 1.00 | 43,748 | 1.00 | 43,748 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 1.00 | 39,752 | 1.00 | 41,838 | 1.00 | 41,838 |
| 30000377 | Planner I, City-Land Use | 58,906 | 67,954 | 0.00 | 0 | 0.00 | 3 | 0.00 | 3 |
| 30000384 | Planner II, City-Environmental | 64,750 | 74,838 | 1.00 | 74,844 | 2.00 | 140,132 | 2.00 | 140,132 |
| 30000385 | Planner II, City-Land Use | 64,750 | 74,838 | 8.00 | 581,772 | 6.80 | 504,981 | 6.80 | 504,981 |
| 30000389 | Planner II, City-Urban Design | 64,750 | 74,838 | 1.00 | 74,844 | 0.90 | 67,356 | 0.90 | 67,356 |
| 30001053 | Planner, Chief | 122,346 | 170,893 | 1.00 | 168,612 | 1.00 | 170,892 | 1.00 | 170,892 |
| 30000725 | Planner, Principal | 94,931 | 128,627 | 2.00 | 254,712 | 2.00 | 257,256 | 2.00 | 257,256 |
| 30000391 | Planner, Sr City-Economic | 67,309 | 85,946 | 2.00 | 163,836 | 2.00 | 167,166 | 2.00 | 167,166 |
| 30000392 | Planner, Sr City-Environmental | 67,309 | 85,946 | 1.00 | 69,289 | 0.00 | 0 | 0.00 | 0 |
| 30000393 | Planner, Sr City-Land Use | 67,309 | 85,946 | 7.00 | 594,888 | 6.90 | 590,312 | 6.90 | 590,312 |
| 30000397 | Planner, Sr City-Urban Design | 67,309 | 85,946 | 2.00 | 153,252 | 2.00 | 153,252 | 2.00 | 153,252 |
| 30000724 | Planner, Supervising | 82,098 | 109,346 | 3.00 | 312,531 | 3.00 | 316,376 | 3.00 | 316,376 |
| 30001054 | Planning & Sustainability Director | 141,898 | 203,341 | 1.00 | 202,572 | 1.00 | 203,340 | 1.00 | 203,340 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 2.00 | 153,912 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000466 | Program Manager, Sr | 82,098 | 109,346 | 1.00 | 119,595 | 1.00 | 120,288 | 1.00 | 120,288 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 1.00 | 14,958 | 0.00 | 0 | 0.00 | 0 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 2.00 | 133,188 | 3.00 | 190,249 | 3.00 | 190,249 |
| 30000495 | Public Information Officer | 69,285 | 92,498 | 1.00 | 74,004 | 1.00 | 86,094 | 1.00 | 86,094 |
| 30000508 | Solid Waste & Recycling Program Manager | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30001509 | Web Designer | 49,275 | 75,899 | 1.00 | 75,900 | 1.00 | 75,900 | 1.00 | 75,900 |
| TOTAL FULL-TIME POSITIONS | | | | 77.00 | 6,133,651 | 73.35 | 6,082,161 | 73.35 | 6,082,161 |
| 30000506 | Conservation Program Coordinator | 65,957 | 87,963 | 0.90 | 48,601 | 1.00 | 84,323 | 1.00 | 84,323 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 0.90 | 40,980 | 0.60 | 45,540 | 0.60 | 45,540 |
| TOTAL PART-TIME POSITIONS | | | | 1.80 | 89,581 | 1.60 | 129,863 | 1.60 | 129,863 |
| 30000492 | Community Outreach & Informtn Rep | 59,800 | 79,726 | 2.00 | 121,323 | 2.00 | 134,092 | 2.00 | 134,092 |
| 30000506 | Conservation Program Coordinator | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000507 | Conservation Program Coordinator, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000505 | Conservation Program Specialist | 59,800 | 79,726 | 0.67 | 40,889 | 0.00 | 0 | 0.00 | 0 |
| 30000373 | Graphics Designer III | 67,309 | 85,946 | 1.00 | 77,892 | 1.00 | 70,104 | 1.00 | 70,104 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 1.00 | 82,008 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 2.00 | 113,790 | 1.50 | 109,944 | 1.50 | 109,944 |

Bureau of Planning & Sustainability

FTE Summary

Community Development Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|-------------------------------------|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000381 | Planner I, City-Urban Design | 58,906 | 67,954 | 1.00 | 58,908 | 1.00 | 58,908 | 1.00 | 58,908 |
| 30000385 | Planner II, City-Land Use | 64,750 | 74,838 | 3.90 | 291,888 | 2.90 | 217,056 | 2.90 | 217,056 |
| 30000375 | Planner, Associate | 53,435 | 61,838 | 4.75 | 271,521 | 4.00 | 231,674 | 4.00 | 231,674 |
| 30000393 | Planner, Sr City-Land Use | 67,309 | 85,946 | 0.00 | 0 | 1.00 | 81,888 | 1.00 | 81,888 |
| 30001658 | Plg & Sust Policy, Rsrch & Oper Mgr | 101,962 | 142,397 | 1.00 | 137,592 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 1.00 | 62,505 | 1.00 | 65,070 | 1.00 | 65,070 |
| TOTAL LIMITED TERM POSITIONS | | | | 20.32 | 1,438,772 | 18.40 | 1,375,308 | 18.40 | 1,375,308 |
| GRAND TOTAL | | | | 99.12 | 7,662,004 | 93.35 | 7,587,332 | 93.35 | 7,587,332 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|----------------|----------------|-------------------|--------------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 15,706,047 | 0 | 15,706,047 | 90.65 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 29,998 | 0 | 29,998 | 0.00 | Technical adjustment |
| | 0 | 361,380 | 361,380 | 2.40 | Complete Single-Dwelling Development Code project |
| | 0 | 175,664 | 175,664 | 0.55 | Completion of the Comprehensive Plan |
| | 0 | 115,110 | 115,110 | 1.25 | Design Overlay Zone Assessment project |
| | 0 | (209,232) | (209,232) | (2.00) | One-time planning division position reductions |
| | (63,132) | 0 | (63,132) | (0.50) | Sustainability division position reductions |
| | 240,000 | 0 | 240,000 | 1.00 | Public trash can expansion |
| | 0 | 48,000 | 48,000 | 0.00 | Complete Salmon Safe project |
| | 0 | 34,560 | 34,560 | 0.00 | OMF interagency balancing |
| | 0 | 341,300 | 341,300 | 0.00 | Carryover - BPS one-time projects |
| Approved Budget Additions and Reductions | | | | | |
| | (1) | 0 | (1) | 0.00 | Technical adjustment |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 8,993 | 8,993 | 0.00 | Daycare center allocation |
| | 206,865 | 875,775 | 1,082,640 | 2.70 | Total FY 2016-17 Decision Packages |
| | | | 16,788,687 | 93.35 | Total Adopted Budget |

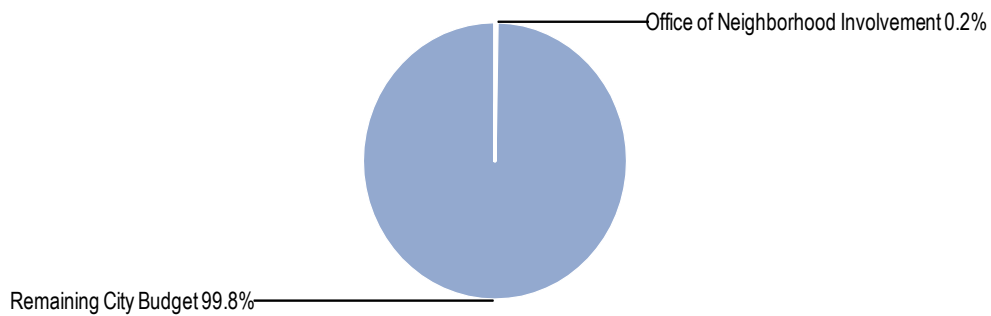
Office of Neighborhood Involvement

Community Development Service Area

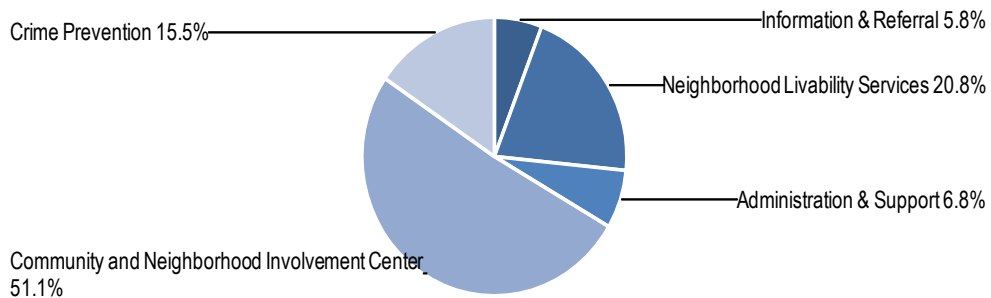
Amanda Fritz, Commissioner-in-Charge

Amalia Alarcón de Morris, Director

Percent of City Budget



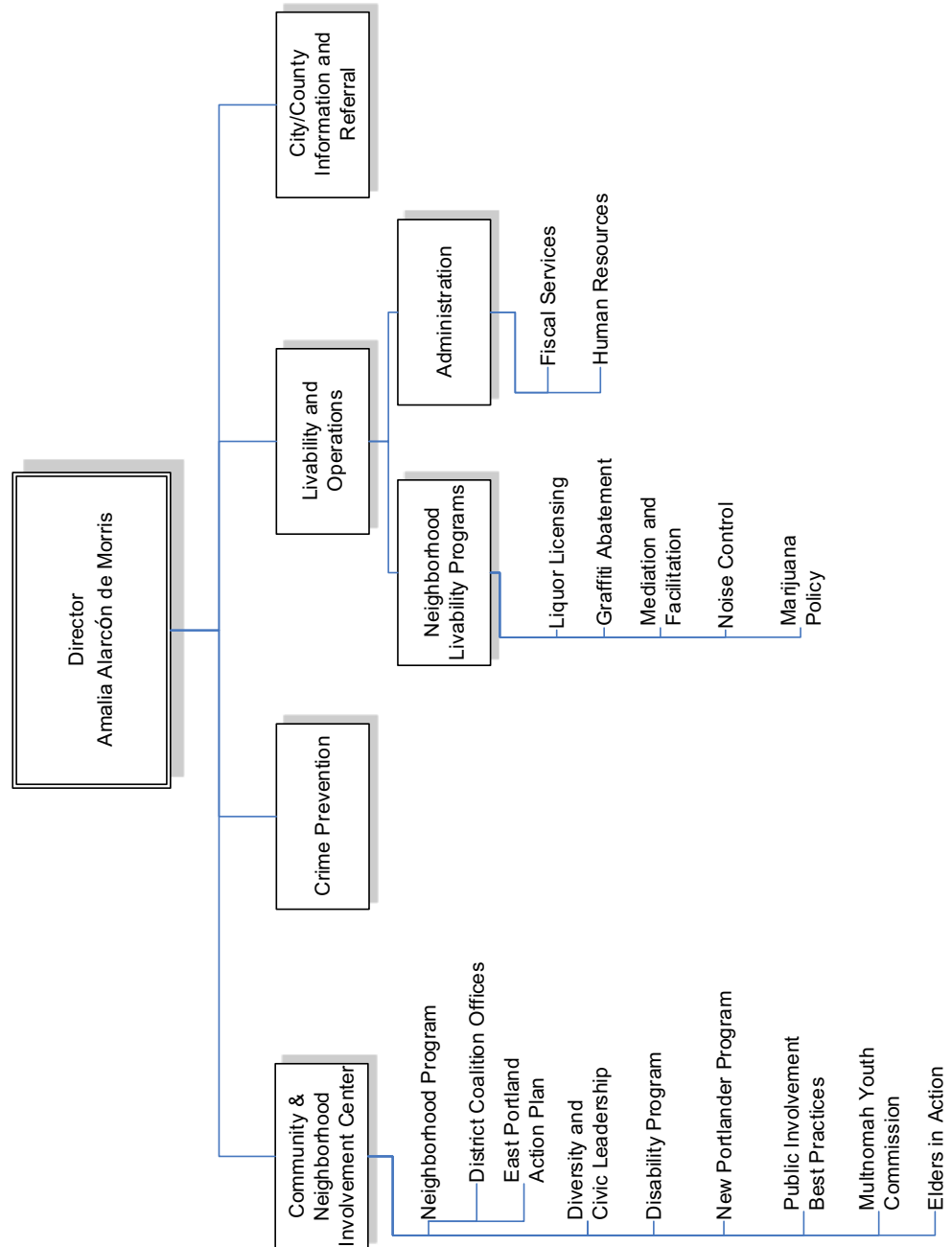
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 9,835,305 | 10,253,063 | 417,758 | 4.25 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 9,835,305 | 10,253,063 | 417,758 | 4.25 |
| Authorized Positions | 50.53 | 54.45 | 3.92 | 7.75 |

Office of Neighborhood Involvement



Bureau Summary

Bureau Mission

The Office of Neighborhood Involvement's (ONI's) mission is to promote a culture of civic engagement by connecting and supporting all Portlanders working together and with government to build inclusive, safe, and livable neighborhoods and communities.

Bureau Overview

Bureau Goals

Office of Neighborhood Involvement programs and activities focus on advancing the following goals:

- ◆ increase the number and diversity of people who are involved and volunteer in their communities and neighborhoods;
- ◆ strengthen neighborhood and community capacity to build identity, skills, relationships, and partnerships;
- ◆ increase community and neighborhood impact on public decisions;
- ◆ provide tools and resources to improve neighborhood and community livability and safety; and
- ◆ provide accurate information, and responsive and effective services to community members and organizations.

Bureau Organization

The bureau is organized into five program centers, each with a variety of services and programs.

Community and Neighborhood Involvement Center

Services and programs include:

- ◆ Civic engagement, leadership development, and organizational capacity building services including the Neighborhood Program, Diversity and Civic Leadership (DCL) Program, Disability Program, Multnomah Youth Commission, New Portlander Program (immigrants/refugees), Elders in Action, and East Portland Action Plan.
- ◆ Public Involvement Best Practices Program, including coordination of the Public Involvement Advisory Council (PIAC) and consultation for City bureaus on engagement best practices.

Crime Prevention Center

The mission of the program center is to reduce crime and the fear of crime. Services include community organizing, problem solving, education, and events.

City/County Information and Referral Program

Services include information and referrals to City and Multnomah County services, and limited administrative support to the bureau.

Neighborhood Livability Services Center

The goal of the program center is to provide a range of problem solving tools, resources, and technical assistance to achieve a positive impact on livability and nuisance issues in the community. Programs and services include: Graffiti Abatement Program, Liquor Licensing Program, Neighbor Mediation and Facilitation Program, Noise Control Program, and the Marijuana Policy Program.

Administration

ONI Administration consists of the Director, Operations Manager, and a Financial Analyst as well as the new additions of a Grants and Contracts Analyst and Administrative Assistant. Services include strategic direction and policy, budget and financial management, and personnel management and support.

Strategic Direction

Introduction

Portland is fortunate to have people who care passionately about the community and participate actively in civic governance. The Office of Neighborhood Involvement and its partner organizations including neighborhood associations, district coalitions, Diversity and Civic Leadership (DCL) organizations, Elders in Action, Connecting Communities Coalition, Multnomah Youth Commission, and the Public Involvement Advisory Council have served as key partners in promoting public participation in local governance, cultivating community leadership, and building the organizational capacity of our community partners to effectively engage their constituents. ONI's strategic direction focuses on engaging the broad diversity of our community in civic life, strengthening Portland's communities by providing the tools and support to effectively address their needs, and enhancing the community's role in public decision making.

Expanding Civic Engagement: Focus on Equity and Complete Neighborhoods

The Office of Neighborhood Involvement's civic engagement mission aligns with the Portland Plan's framework for equity and the Comprehensive Plan's focus on Complete Neighborhoods. ONI's programs, primarily the Community and Neighborhood Involvement Center (CNIC), have a critical role in expanding involvement of underrepresented communities in efforts to reduce disparities in City services and expand opportunities for people to engage in shared governance. For over 40 years ONI's neighborhood program has supported neighborhood associations as an integral community involvement component of Portland's planning and development efforts to foster Complete Neighborhoods.

ONI's strategy builds community leadership and organizational capacity to affect public policy and build community through our 15 partner organizations and 95 neighborhood associations who provide leadership training, community organizing, communications, outreach, technical assistance, fiscal management, and small grants services. ONI supports culturally specific programming for people of color, immigrants and refugees, people with disabilities, youth, and older adults. In FY 2015-16, these programs were expanded to add a new DCL partner and implement a leadership training program for people with disabilities.

Office of Neighborhood Involvement

Community Development Service Area

Strengthening the neighborhood and culturally-specific efforts are both critical to expanding civic engagement opportunities and complying with the Comprehensive Plan and Title VI. ONI supports these communities through building organizational relationships and networks; advocating for transparency and accountability in public involvement; building capacity for people to participate in policy, planning, and budgeting processes; advocating for Portland to be more physically accessible, non-English language accessible, and age-friendly; responding to and addressing livability issues; and supporting community health and public safety.

Budget Advisory Committee and Priorities

The Office of Neighborhood Involvement developed its budget using a collaborative process and resulting in full consensus on decisions. The Office of Neighborhood Involvement's Bureau/Budget Advisory Committee (BAC) involved 64 participants including bureau staff and a wide range of affected stakeholders. The bureau has historically realigned funding internally to support core programming and prioritize preserving funding for external partners and existing staff that provide direct services to the community. However, this approach has resulted in difficulties managing the basic administration and support required to sustain services, particularly with the addition of new and expanded programming in recent years. The FY 2016-17 budget includes new resources to more adequately support existing programs.

Funding equity within ONI's civic engagement programs has been identified as a critical issue and resolving inequity will remain the top priority for the bureau.

Summary of Budget Decisions

The ONI FY 2016-17 budget includes a reduction of 1.0 FTE in the Crime Prevention Program as well as new funding for the most critical immediate needs to continue and support existing programs.

Reductions

Mandatory 5% ONI General Fund Reduction

The FY 2016-17 budget includes a reduction of \$80,000 in ongoing General Fund resources and the elimination of a vacant Crime Prevention Coordinator position (1.0 FTE) within the Crime Prevention program. This cut eliminates one of the citywide Crime Prevention Coordinator assignments, cutting in half the support for organized public safety-focused community groups.

Additions

Continuation of Existing One-Time positions

In FY 2015-16, Council authorized several one-time funded positions. Continuation of these positions was determined as the highest priority by ONI and its BAC. The FY 2016-17 budget includes \$57,382 in ongoing General Fund resources and \$90,618 in other revenues to continue funding for the following:

Mental Health Specialist - 1.0 FTE that assists people with lived experience of mental illness to participate in City processes and promotes inclusion and participation in civic processes. Although one of the major areas of focus of the program was initially to support the City's implementation of the Department of Justice settlement regarding the Police Bureau, the position also provides training,

technical assistance, and support to all bureaus to assist in gaining the skills, tools and confidence needed when providing services to individuals who are expressing symptoms of a mental illness and/or are experiencing stress which makes communication difficult or creates challenging situations. This package includes ongoing overhead funding to continue this critical service.

Livability Administrative Support - 1.0 FTE Office Support Specialist that provides support to the Liquor Licensing and Noise Control programs. These programs currently share 1.0 FTE and this addition allows each high volume program to have dedicated administrative support. Both programs have the same "busy season" and have also experienced substantial increases in workload that requires paperwork processing, answering complaints, mailings, and filings. ONI expects that with potential changes in the noise fee schedule that the ongoing need will be funded by revenues in the future. In the interim, \$43,000 in one-time General Fund resources are carried forward from the prior year along with a \$22,000 increase in revenues to support the position and manage the substantial workload.

FY 2015-16 Diversity and Civic Leadership (DCL) Grants Carryover

The bureau is carrying over \$63,657 in one-time General Fund resources to complete a pilot small grants program within DCL.

FY 2015-16 New Portlanders Program Carryover

The bureau is carrying over \$86,000 in one-time General Fund resources to support the New Portlander Policy Council with a Program Specialist (1.0 FTE) as it transitions to and operates as a Commission. The Commission will advise City Council and City agencies on immigrant and refugee issues. This position provides additional capacity to allow the existing 1.0 FTE to focus on and expand collaborative projects with other City agencies (Equity in Practice projects) and better utilize our immigrant and refugee community leaders (Community Engagement Liaisons) to provide culturally specific consultation to bureaus on their public involvement projects. This remains a priority for ongoing resources when available.

FY 2015-16 Noise Program Carryover

The bureau is carrying over \$43,000 in one-time General Fund resources to continue, on a one-time basis, an administrative support position (1.0 FTE) for the Noise Program. The program will need to increase fees in order to continue to provide services at the current level on an ongoing basis.

Pilot Engagement around Housing Emergency

The City has declared a State of Emergency in Housing and Homelessness, and the Office of Neighborhood Involvement and its community partners recognize this critical need. ONI's FY 2016-17 budget includes \$350,000 in one-time General Fund resources to provide outreach and engagement around the housing emergency. The budget includes a budget note directing ONI to work with the Portland Housing Bureau and the new City and County Joint Office addressing homelessness to develop outreach materials and messaging, and to return to Council with a plan for the engagement strategy before expending these funds.

Priority Additions to More Adequately Staff Programs

The ONI BAC identified a gap between existing staffing and adequate staffing for functional programs both at ONI and at external partners. This package provides \$233,000 in ongoing General Fund resources for three new positions that were identified as immediate priorities.

ONI Administrative Staff - The FY 2016-17 budget includes the addition of \$168,000 in ongoing General Fund resources to support a 1.0 FTE Administrative Assistant to the Director and a 1.0 FTE Management Analyst to improve grants coordination, grants processing, and operations support. The bureau has been centrally operated with 3.0 FTE (a Director, an Operations Manager, and a Financial Analyst) to manage all administration and has absorbed workload increases resulting from the recent additions of the Marijuana, Noise Control, New Portlander, Youth Commission, Diversity and Civic Leadership, and East Portland Action Plan programs. These additions will bring the ONI Administration and Support Division to 5.0 FTE.

Crime Prevention Administrative Support - The FY 2016-17 budget includes the addition of \$65,000 in ongoing General Fund resources to support 1.0 FTE Office Support Specialist for the Crime Prevention program and office. The Crime Prevention program has 12 FTE consisting of 11 program staff and one manager and is separately located from the main ONI offices without administrative support. The addition of this position will improve program functioning and enable the program manager to focus on priority policy issues and problem solving.

OMF Interagency Adjustments

The package reflects an increase of \$73,482 in interagency costs resulting from approved packages in the Office of Management & Finance. The bureau received additional General Fund resources, both ongoing (\$53,464) and one-time (\$20,018), to cover the increased costs.

Budget Notes

Graffiti Clean Up in Parks

Council directs the Office of Neighborhood Involvement (ONI) to work with Portland Parks & Recreation (PP&R) to investigate opportunities to streamline graffiti cleanup services within City-owned parks, and specifically investigate the possibility of leveraging existing PP&R maintenance staff in coordination with ONI's graffiti removal program. The bureaus will report their findings to Council in January 2017.

Housing Emergency Outreach and Engagement

Council directs the Office of Neighborhood Involvement (ONI) to work with the Portland Housing Bureau, the City and County Joint Office for Homeless Services, and A Home for Everyone to develop materials and messaging for community engagement on housing prior to spending the \$350,000 allocated in its budget for this purpose. The Office of Neighborhood Involvement will return to Council for approval of the outreach plan before funds are expended.

Crime Prevention

| | |
|---|--|
| Description | The Crime Prevention program involves neighbors in community policing efforts. Coordinators work with police precincts, community members, neighborhood associations, district coalitions, state agencies, City bureaus, businesses, and service providers to address crime and livability issues. |
| Goals | This program is linked to City goals to ensure a safe and peaceful community and improve the quality of life in neighborhoods. This program supports ONI's goals of increasing the number and diversity of people who are involved and volunteer in their communities; strengthening neighborhood and community capacity to build identity, skills, relationships, and partnerships; providing tools and resources to improve neighborhood and community livability and safety; and providing accurate information as well as responsive and effective services to community members and organizations. The program works to achieve these goals in fulfilling its mission to organize and support community partnerships to prevent crime and the fear of crime. |
| Performance | <p>ONI anticipates some slight changes to bureau performance measures in the Crime Prevention Program in FY 2016-17, following changes in the approved budget. Primarily as a result of the elimination of a Crime Prevention Analyst, the number of crime prevention groups supported as well as the number of crime prevention trainings for the public are expected to be slightly less than current year figures. The bureau's key performance measure, percentage of residents who feel safe walking alone in their neighborhood at night, is expected to be consistent with the current year estimate of 60%.</p> <p>In addition, in FY 2016-17 the Crime Prevention program will:</p> <ul style="list-style-type: none">♦ play a key role in helping the community adjust to increasingly limited police resources;♦ partner with PBEM to produce joint materials reinforcing the concept that an organized community is a safer community;♦ expand the use of social media to reach Portland's tech-savvy residents.♦ continue to support community members involved in crime prevention groups such as Public Safety Action Committees, Neighborhood Watches, and Community Foot Patrols;♦ continue to provide problem-solving advice and support to community members; and♦ continue production of training materials on the most critical crime prevention techniques. |
| Changes to Services and Activities | One year after the Crime Prevention Program assigned three staff members to citywide duties, and the remainder to slightly larger geographic assignments, all members of the program report feeling more effective in the delivery of services. In FY 2016-17, the program loses one FTE that will impact the ability to support crime prevention groups in a timely manner. However, the program received funding for administrative support that will allow the manager to more effectively focus on higher priority policy issues and problem solving. |

Office of Neighborhood Involvement

Community Development Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 13.00 | 13.58 | 14.00 | 14.00 | 14.00 |
| Expenditures | | | | | |
| Crime Prevention | 1,372,922 | 1,383,015 | 1,510,993 | 1,464,175 | 1,464,175 |
| Mental Health Program | 0 | 5,184 | 120,120 | 126,000 | 126,000 |
| Total Expenditures | 1,372,922 | 1,388,199 | 1,631,113 | 1,590,175 | 1,590,175 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of residents who feel safe walking alone in their neighborhood at night | 62% | 61% | 60% | 60% | 60% |
| Workload | | | | | |
| Number of crime prevention groups supported | 597 | 626 | 585 | 500 | 530 |
| Number of problem location cases processed | 3,197 | 2,655 | 2,800 | 2,800 | 2,800 |
| Number of crime prevention trainings for the public | 684 | 471 | 575 | 525 | 550 |
| Number of site security assessments performed | 193 | 163 | 200 | 275 | 275 |

Information & Referral

| | |
|---|--|
| Description | The City of Portland/Multnomah County Information and Referral (I&R) program is a central resource for basic information and referral to all City and County programs as well as other local community and social services. The program staff provide assistance by phone, to walk-in patrons at both the Portland Building and City Hall, and through electronic communication. The I&R program is a joint venture with costs shared equally between the City and County, including funding through City General Fund overhead for the majority of the City share. |
| Goals | The program's mission is to simplify access to services for community members to local government and the services it provides. |
| Performance | <p>The program will continue to meet or exceed the performance benchmarks set out in the City/County agreement of 90% of calls to (503) 823-4000 answered within 25 seconds and fewer than 5% of calls abandoned. The numbers of calls, walk-ins, and emails received and responded to has increased in the current program year about 12% over the previous year after several years of declining contacts. This increase is likely due to changes with the County phone system which directs more calls to the program, and due to population growth in the service area. The increase is expected to continue but at a lesser rate.</p> <p>Specific program objectives for FY 2016-17 include:</p> <ul style="list-style-type: none"> ♦ work with City and County bureaus and departments to improve customer service Citywide, and ♦ assist with the process of developing a Citywide customer relationship management system and possibly a 3-1-1 Call Center to improve delivery of services to community members. |
| Changes to Services and Activities | There are no significant changes in FY 2016-17. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 5.85 | 5.75 | 5.75 | 5.75 | 5.75 |
| Expenditures | | | | | |
| Information & Referral | 547,961 | 560,009 | 563,608 | 596,685 | 596,685 |
| Total Expenditures | 547,961 | 560,009 | 563,608 | 596,685 | 596,685 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Percentage of calls answered in less than 25 seconds | 89% | 92% | 90% | 90% | 90% |
| Workload | | | | | |
| Number of calls and email inquiries responded to | 114,573 | 115,687 | 125,000 | 125,000 | 125,000 |

Administration & Support

Description The Office of Neighborhood Involvement's administrative staff is charged with management of the bureau's fiscal, personnel, and policy issues. Administration staff will ensure the bureau continues to prioritize responding to and implementing recommendations from the Five Year Plan to Increase Community Involvement, the Portland Plan, Public Involvement Standards, and other priorities identified by Council. ONI administration will continue to manage implementation and oversight of new programs as well as provide overall guidance for ONI program areas. ONI's administration has three staff: a Director, a manager of budget and human resources, and a financial analyst to process payroll and payables. In FY 2016-17, ONI is expanding administration for the first time since the addition of many new programs including the Noise Control, Marijuana Policy, Mental Health Specialist, Youth Commission, and New Portlander Programs, as well as sizeable grants expansions with programs.

Goals The Office of Neighborhood Involvement's administration supports the City goals of improving the quality of life in neighborhoods and to deliver efficient, effective, and accountable municipal services. Administration provides the support and policy direction for all ONI's programs and ensures that they are advancing the bureau's mission and goals.

Performance In recent years, the bureau's efficiency measures around administration as a portion of total bureau staff and costs have declined as the bureau has expanded programmatically. The FY 2016-17 budget includes two new staff in this division to address added programmatic workloads and complexity, and this addition has increased the staff and cost ratios of this division.

The bureau is expected to continue to expand the number of people it engages in civic and leadership programming, as demonstrated in bureau key performance measures targets for FY 2016-17.

Changes to Services and Activities The FY 2016-17 budget includes the addition of 2.0 FTE to provide support to two critical areas including a Management Assistant/Grants Coordinator to support purchasing and contracting processes and an Administrative Assistant to provide general support to the Director and Operations Manager. These additions will allow improved coordination across the bureau and more efficient use of existing management and program staff.

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE & Financials | | | | | |
| FTE | 3.00 | 3.00 | 3.00 | 4.00 | 5.00 |
| Expenditures | | | | | |
| Administration & Support | 464,084 | 479,122 | 494,667 | 612,094 | 696,094 |
| Total Expenditures | 464,084 | 479,122 | 494,667 | 612,094 | 696,094 |

Office of Neighborhood Involvement

Community Development Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Number of participants in civic engagement activities | NA | NA | 88,000 | 90,000 | 95,000 |
| Number of Problem Solving Cases | NA | NA | 1,030 | 1,512 | 1,580 |
| Number of people participating in trainings, leadership development, and organizational development | NA | NA | 6,200 | 7,150 | 8,000 |
| Efficiency | | | | | |
| Administration staff as percentage of total bureau staff | 7.7% | 7.3% | 5.9% | 6.1% | 9.2% |
| Administration budget as percentage of total bureau budget | 6.5% | 6.2% | 5.0% | 5.4% | 6.8% |
| Workload | | | | | |
| Communications - number of people informed and/or referred | NA | NA | 139,000 | 139,000 | 139,000 |
| Communications - number of print and digital communications distributed | NA | NA | 3,516,400 | 4,576,400 | 4,676,400 |

Community and Neighborhood Involvement Center

Description

The Community and Neighborhood Involvement Center (CNIC) is at the core of ONI's mission and goals. The CNIC programs work with a diverse network of neighborhood and community-based, non-profit organizations engaging geographically-defined neighborhoods, communities of color, immigrants and refugees, seniors, youth, and people with disabilities to encourage and support broad and effective community involvement. Our work is in partnership with community organizations, volunteer boards or commissions, and other City and County agencies.

Neighborhood Program (Civic Engagement)

Portland's neighborhood network is made up of 95 neighborhood associations and their respective seven district coalition offices. Neighborhood association participants review, deliberate, and advocate for neighborhood interests to local government as well as organize a wide range of community-building activities such as block parties and cleanups. The program also supports advocacy efforts of the East Portland Action Plan (EPAP).

Diversity and Civic Leadership (DCL) Program (Civic Engagement)

The Diversity and Civic Leadership (DCL) Program serves communities of color, immigrants and refugees through a strategy of leadership development, culturally relevant community building, and new channels of communication with City officials to affect public policy. With a competitive process to select a new partner organization completed in FY 2015-16, the DCL program now supports six community-based organizations.

Disability Program (Civic Engagement and Public Safety)

The Disability Program has two programs, one focusing on civic engagement of the disability community and the other on emergency preparedness for people most vulnerable in disasters. Engagement services include information and referral, technical and policy support to community and City agencies, and opportunities for community-building and awareness.

Public Involvement Best Practices Program (Civic Engagement)

The Public Involvement Best Practices Program strengthens partnerships between community and City government resulting in better public policy decisions. The program coordinates the Public Involvement Advisory Council (PIAC), comprised of both community members and city staff who develop consistent expectations and processes for public involvement activities in City governance.

Multnomah Youth Commission (Civic Engagement)

The Multnomah Youth Commission (MYC), the official youth policy body for both Multnomah County and the City of Portland, is a group of young people aged 13 to 21 years old that strives to provide a voice for youth in the County and City's work. MYC has three major project areas including the Youth Against Violence committee, Education/Youth Voice committee, and the Sustainability committee.

New Portlander Program (Civic Engagement)

The New Portlander Program supports intentional integration of immigrant and refugee families, the 1-in-5 Portlanders who are foreign-born and reside primarily in under-served neighborhoods, into the civic life of the City. Program services include 'Equity in Practice,' Community Engagement Liaisons, New Portlanders Policy Commission, and Families Move.

Elders in Action (Civic Engagement)

ONI provides a grant to Elders in Action, a private nonprofit organization, to support advocacy for the needs of older adults and to organize and train older adults to advocate for themselves.

Goals

CNIC work is organized around three interdependent goals for creating a comprehensive community involvement strategy as outlined in the Five Year Plan to Increase Community Involvement:

- ◆ increase the number and diversity of people involved in their communities;
- ◆ strengthen community capacity; and
- ◆ increase community impact on public decisions.

Performance

Performance measures are now being tracked for all seven CNIC program areas including individual staff work with the ongoing challenges of ensuring consistent methodology for gathering data across seven staff, 14 grantee organizations, and 95 volunteer-based neighborhood associations.

The bureau key performance measure, percentage of residents that have been involved in a community project or attended a public meeting at least once, is expected to increase slightly from the current year estimated value, as the number of individuals that the bureau expects to engage will also increase.

Changes to Services and Activities

The FY 2016-17 budget carries forward funding to maintain the New Portlander Program Specialist to support the commission and provides \$350,000 in new one-time General Fund resources for a pilot engagement project in response to the affordable housing emergency.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 11.97 | 11.00 | 12.70 | 14.20 | 14.20 |
| Expenditures | | | | | |
| Disability Services | 129,382 | 140,632 | 156,832 | 149,550 | 149,550 |
| Diversity Civic Leaders | 0 | 0 | 835,186 | 990,710 | 990,710 |
| Elder Services | 154,660 | 147,915 | 151,169 | 155,704 | 155,704 |
| Neighborhood Outreach & Support | 3,363,677 | 3,672,713 | 3,627,280 | 3,604,470 | 3,606,655 |
| New Portlanders Program | 0 | 64,265 | 124,847 | 222,736 | 222,736 |
| Youth Outreach | 0 | 0 | 108,246 | 113,650 | 113,650 |
| Total Expenditures | 3,647,719 | 4,025,525 | 5,003,560 | 5,236,820 | 5,239,005 |

Office of Neighborhood Involvement

Community Development Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Percentage of residents that have been involved in a community project or attended a public meeting at least once | 40% | 38% | 38% | 39% | 39% |
| Effectiveness | | | | | |
| Number of direct communications distributed | 3,703,429 | 3,540,314 | 2,900,000 | 3,600,000 | 3,700,000 |
| Number of people trained on leadership and organizational development skills | 5,926 | 5,857 | 4,600 | 5,600 | 5,800 |
| Number of activities - events, meetings, and community projects by community groups | 4,218 | 4,630 | 3,900 | 4,700 | 4,900 |
| Number of partnerships among events, activities, and projects with underrepresented groups | 2,426 | 2,653 | 2,400 | 2,700 | 2,800 |

Neighborhood Livability Services

Description

Neighborhood Livability Services provides a range of problem-solving tools and resources to address neighborhood livability and nuisance problems.

Graffiti Abatement Program

The Graffiti Abatement Program supports neighborhood livability by decreasing graffiti in partnership with Portland Police, neighborhood and business associations, youth groups, community partners, and volunteers. The program receives reports of graffiti, coordinates contracts for free removal of graffiti on limited properties, enforces the graffiti codes, refers graffiti to other agencies for removal, coordinates volunteer graffiti removal efforts, and supports partnerships with other agencies and jurisdictions to improve graffiti abatement and enforcement efforts.

Liquor Licensing Program

The Liquor Licensing Notification Program coordinates community input during the liquor license recommendation process, problem solves nuisance activity at establishments that sell liquor through enforcement of the City's Time-Place-and-Manner code, and informs local and state alcohol policy. The program is primarily funded through revenues collected from liquor license processing fees established by state law. The goal of the program is to ensure that liquor establishments and licensed events operate in a manner that does not negatively impact neighborhood livability or public safety.

Marijuana Policy Program

The Marijuana Policy Program was added to the Livability Programs by City Council in November 2014 to help inform policy at the state level after personal use and recreational production and sales of marijuana was legalized by Oregon voters. The legislature granted local governments the authority to regulate time place and manner aspects of recreational and medicinal marijuana businesses. The program developed Portland City Code 14B.130 to license and regulate marijuana businesses.

Neighborhood Mediation and Facilitation Program

The City of Portland has funded neighborhood mediation services for over 20 years. Since FY 2002-03, the Office of Neighborhood Involvement has contracted with Resolutions Northwest to provide free neighborhood mediation services, collaborative decision-making and problem solving facilitation for groups and communities in conflict, and community conflict resolution training and education.

Noise Control

The Noise Control Program was transferred to the ONI in FY 2013-14. The program investigates noise complaints, enforces the Noise Code, and reviews and issues short-term noise variances for community events and other activity that requires greater allowances of sound. Additionally, the program staffs the Noise Review Board who make recommendations on major noise variance applications, consults with City bureaus on technical noise issues, and helps set the tone for City-wide livability and environmental health.

Office of Neighborhood Involvement

Community Development Service Area

Goals

The Neighborhood Livability programs support the City goals of ensuring a safe and peaceful community and improving the quality of life in neighborhoods. The Livability programs advocate for citizens, acting as liaisons for Portland communities in many forums. The Livability Programs work to promote civic engagement in ensuring that neighborhoods and communities have a voice in establishing standards and expectations for their communities.

Performance

Annual liquor license applications continue to increase every year, with an overall increase of 30% from 2008 to present. Additionally the program has also engaged in extensive policy work including the Street Closure Pilot Project, the Mayor's Late Night Activity Initiative, the Portland Bar Academy, and Special Events. The related problem solving has increased.

The Graffiti program is continuing to expand its network and collaboration, particularly around murals. In FY 2015-16, the number of collaborative clean-ups conducted by the program increased by more than 100%. Graffiti reports continue to increase, and the City was able to leverage nearly \$500,000 in savings to the community by providing free clean up services to victims of graffiti that meet particular criteria.

The Noise Control Office continues to experience increases in noise complaints related to construction and music. With one Noise Officer and one Inspector, the resources to respond are very limited, which was compounded by an extended vacancy in FY 2015-16. Variance permits increased by 20% in FY 2015-16 and are expected to continue to increase as the population grows in number and density.

Changes to Services and Activities

The Noise Control program collects revenues to recover the program costs, but over half of the program is currently supported by General Fund resources. The FY 2016-17 budget continues funding on a one-time basis for 1.0 FTE program administrative support; the program will need to increase fees in order to continue to provide services at the current level on an ongoing basis.

The Marijuana Policy Program has been focused on state policy and the initiation of a local licensing and enforcement system. As the program continues to develop, the focus will shift to enforcement to address the illegal market, and problem solving concerns as they arise, as well as initiating best practices for events and smoking lounges. The receipt of revenues is expected to fluctuate over the next few years, potentially stabilizing in FY 2017-18.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 6.10 | 7.08 | 15.08 | 15.50 | 15.50 |
| Expenditures | | | | | |
| Graffiti Reduction | 310,757 | 356,879 | 338,349 | 358,634 | 358,634 |
| Liquor License Notification | 217,312 | 269,171 | 196,835 | 201,303 | 201,303 |
| Marijuana Licensing | 0 | 0 | 866,750 | 825,000 | 825,000 |
| Neighborhood Mediation | 233,657 | 316,625 | 273,037 | 252,388 | 252,388 |
| Noise Control | 321,336 | 414,178 | 467,386 | 493,779 | 493,779 |
| Total Expenditures | 1,083,062 | 1,356,853 | 2,142,357 | 2,131,104 | 2,131,104 |

Office of Neighborhood Involvement

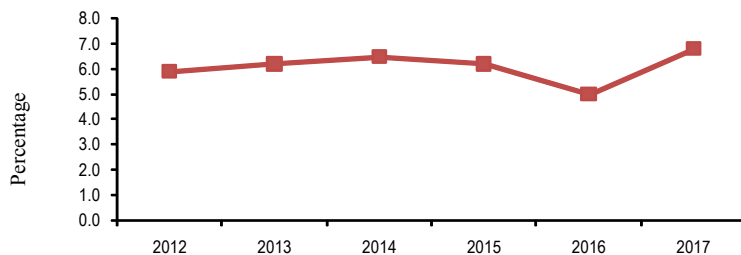
Community Development Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effectiveness | | | | | |
| Percentage of liquor licenses with complaints addressed through the Time, Place, and Manner Ordinance enforcement | 63% | 67% | 70% | 70% | 70% |
| Percentage of clients satisfied with mediation services | 96% | 100% | 90% | 90% | 90% |
| Workload | | | | | |
| Number of noise violation inspections | 266 | 220 | 250 | 500 | 500 |
| Number of noise variances processed | 495 | 649 | 600 | 700 | 700 |
| Number of noise code violation cases | 629 | 704 | 650 | 700 | 750 |
| Number of mediation cases | 374 | 374 | 350 | 400 | 400 |
| Number of liquor license applications processed | 4,903 | 5,226 | 5,200 | 5,400 | 5,400 |
| Number of facilitation cases | 25 | 36 | 25 | 25 | 25 |
| Number of graffiti reports | 9,436 | 8,179 | 8,500 | 8,500 | 8,500 |

Performance Measures

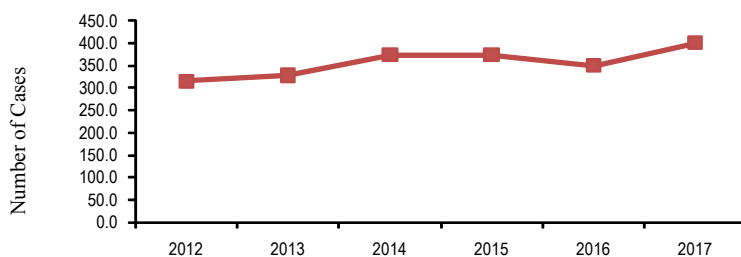
Administration Budget as Percentage of Total Budget

Administration is comprised of personnel expenses and staffing has remained constant. However, changes to the overall bureau budget with reductions and also addition of new programs have resulted in a fluctuating percentage.



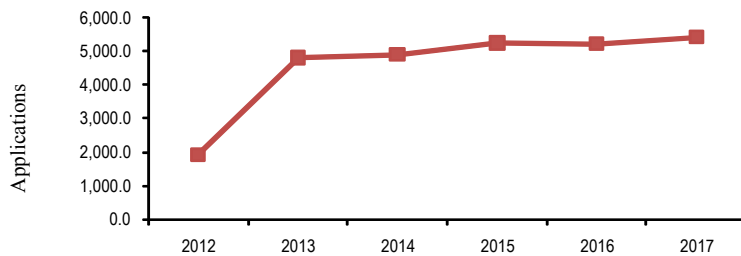
Number of Mediation Cases

Although the number of mediation cases had declined slightly as a result of several budget reductions beginning in FY 2009-10 as well as an increased focus on capacity for group facilitation cases, the caseload has stabilized and may increase in the future with expanded outreach efforts.



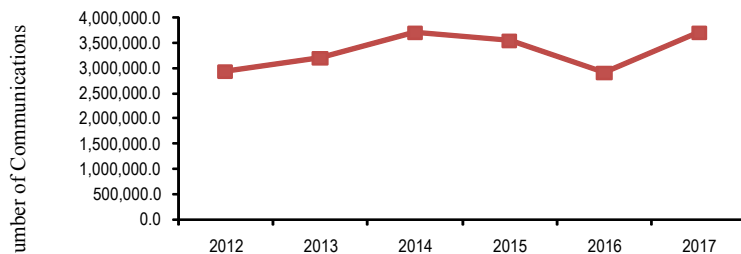
Liquor License Applications

Liquor applications for new outlets and temporary sales licenses continue to increase slightly as different types of businesses have added alcohol sales. The reported numbers increased in 2013 with the number of renewal licenses included to more accurately reflect workload.



Number of Direct Communications

The Community and Neighborhood Involvement Center data includes data tracked by programs and 14 partner organizations and volunteers (Coalitions/Neighborhoods and Diversity and Civic Leadership partners). There has been a steady increase as ONI and partners have focused on increased outreach and communications to expand participation.



| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 274,389 | 393,202 | 802,046 | 1,182,369 | 1,182,369 |
| Intergovernmental | 278,005 | 272,072 | 330,804 | 286,191 | 286,191 |
| Miscellaneous | 59,793 | 47,405 | 31,740 | 0 | 0 |
| Total External Revenues | 612,187 | 712,679 | 1,164,590 | 1,468,560 | 1,468,560 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 6,265,882 | 6,718,224 | 8,442,910 | 8,397,717 | 8,483,902 |
| General Fund Overhead | 220,631 | 361,398 | 209,744 | 282,340 | 282,340 |
| Interagency Revenue | 17,050 | 17,426 | 18,061 | 18,261 | 18,261 |
| Total Internal Revenues | 6,503,563 | 7,097,048 | 8,670,715 | 8,698,318 | 8,784,503 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$7,115,750 | \$7,809,727 | \$9,835,305 | \$10,166,878 | \$10,253,063 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 3,624,168 | 4,064,326 | 4,794,467 | 5,180,011 | 5,258,693 |
| External Materials and Services | 2,851,565 | 3,095,810 | 4,180,210 | 4,212,023 | 4,217,341 |
| Internal Materials and Services | 640,017 | 649,591 | 860,628 | 774,844 | 777,029 |
| Total Bureau Expenditures | 7,115,750 | 7,809,727 | 9,835,305 | 10,166,878 | 10,253,063 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$7,115,750 | \$7,809,727 | \$9,835,305 | \$10,166,878 | \$10,253,063 |
| Programs | | | | | |
| Administration & Support | 464,084 | 479,122 | 494,667 | 612,094 | 696,094 |
| Area Planning | 2 | 0 | 0 | 0 | 0 |
| Assessments & Improvements | 0 | 19 | 0 | 0 | 0 |
| Community and Neighborhood Involvement Center | 3,647,719 | 4,025,525 | 5,003,560 | 5,236,820 | 5,239,005 |
| Crime Prevention | 1,372,922 | 1,388,199 | 1,631,113 | 1,590,175 | 1,590,175 |
| Information & Referral | 547,961 | 560,009 | 563,608 | 596,685 | 596,685 |
| Neighborhood Livability Services | 1,083,062 | 1,356,853 | 2,142,357 | 2,131,104 | 2,131,104 |
| Total Programs | 7,115,750 | \$7,809,727 | \$9,835,305 | \$10,166,878 | \$10,253,063 |

Office of Neighborhood Involvement

FTE Summary

Community Development Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|------------------|------------------------|------------------|-----------------------|------------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 0.00 | 0 | 0.00 | 0 | 1.00 | 49,272 |
| 30000437 | Administrative Supervisor II | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000440 | Business Operations Supervisor | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000184 | Code Specialist II | 46,259 | 61,256 | 5.00 | 231,300 | 5.00 | 250,350 | 5.00 | 250,350 |
| 30000491 | Community Outreach & Informtn Assistant | 49,275 | 75,899 | 0.70 | 42,047 | 0.70 | 43,769 | 0.00 | 0 |
| 30000309 | Crime Prevention Program Administrator | 48,464 | 65,000 | 12.00 | 730,848 | 11.00 | 694,100 | 11.00 | 694,100 |
| 30000503 | Disability Program Specialist | 59,800 | 79,726 | 0.90 | 71,748 | 0.90 | 71,748 | 0.90 | 71,748 |
| 30000567 | Financial Analyst | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000016 | Information & Referral Specialist | 34,445 | 49,462 | 4.90 | 242,376 | 4.90 | 242,376 | 4.90 | 242,376 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 0.00 | 0 | 1.00 | 49,272 | 1.00 | 49,272 |
| 30000415 | Neighborhood Involvement Director | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000502 | Neighborhood Office Supervisor | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000500 | Neighborhood Programs Coordinator | 59,800 | 79,726 | 2.00 | 155,880 | 2.00 | 158,220 | 2.00 | 158,220 |
| 30000737 | Noise Control Officer | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 2.00 | 74,672 | 3.00 | 119,319 | 3.00 | 119,319 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 2.00 | 158,556 | 2.00 | 160,484 | 2.00 | 160,484 |
| 30000465 | Program Manager | 69,285 | 92,498 | 2.00 | 184,992 | 2.00 | 184,992 | 2.00 | 184,992 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 3.00 | 198,630 | 4.00 | 281,130 | 4.70 | 327,079 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 1.00 | 49,632 | 1.00 | 50,822 | 1.00 | 50,822 |
| TOTAL FULL-TIME POSITIONS | | | | 41.50 | 2,723,821 | 43.50 | 2,889,722 | 44.50 | 2,941,174 |
| 30000491 | Community Outreach & Informtn Assistant | 49,275 | 75,899 | 1.70 | 106,788 | 1.70 | 110,661 | 1.70 | 110,661 |
| 30000502 | Neighborhood Office Supervisor | 65,957 | 87,963 | 0.75 | 65,976 | 0.75 | 65,976 | 0.75 | 65,976 |
| TOTAL PART-TIME POSITIONS | | | | 2.45 | 172,764 | 2.45 | 176,637 | 2.45 | 176,637 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 0.58 | 20,506 | 1.00 | 35,520 | 1.00 | 35,520 |
| 30000465 | Program Manager | 69,285 | 92,498 | 1.00 | 82,956 | 1.00 | 85,220 | 1.00 | 85,220 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 3.00 | 187,266 | 3.50 | 204,672 | 3.50 | 204,672 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 2.00 | 105,024 | 2.00 | 108,606 | 2.00 | 108,606 |
| TOTAL LIMITED TERM POSITIONS | | | | 6.58 | 395,752 | 7.50 | 434,018 | 7.50 | 434,018 |
| GRAND TOTAL | | | | 50.53 | 3,292,337 | 53.45 | 3,500,377 | 54.45 | 3,551,829 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|----------------|----------------|-------------------|--------------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 9,335,924 | 0 | 9,335,924 | 48.95 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 0 | 350,000 | 350,000 | 0.50 | Housing Emergency outreach & engagement |
| | 126,000 | 0 | 126,000 | 1.00 | Mental health specialist position |
| | 0 | 22,000 | 22,000 | 0.35 | Increased revenue for Livability administrative support |
| | 65,000 | 0 | 65,000 | 1.00 | Crime Prevention administrative support |
| | 84,000 | 0 | 84,000 | 1.00 | Management assistant position |
| | 53,464 | 17,833 | 71,297 | 0.00 | OMF interagency balancing |
| | (80,000) | 0 | (80,000) | (1.00) | Reduction of Crime Prevention analyst position |
| | 0 | 43,000 | 43,000 | 0.65 | Carryover - Livability administrative support |
| | 0 | 86,000 | 86,000 | 1.00 | Carryover - New Portlander program position |
| | 0 | 63,657 | 63,657 | 0.00 | Carryover - Diversity and Civic Leadership grants |
| Approved Budget Additions and Reductions | | | | | |
| | 84,000 | 0 | 84,000 | 1.00 | Administrative assistant position |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 2,185 | 2,185 | 0.00 | Childcare center move costs |
| | 332,464 | 584,675 | 917,139 | 5.50 | Total FY 2016-17 Decision Packages |
| | | | 10,253,063 | 54.45 | Total Adopted Budget |

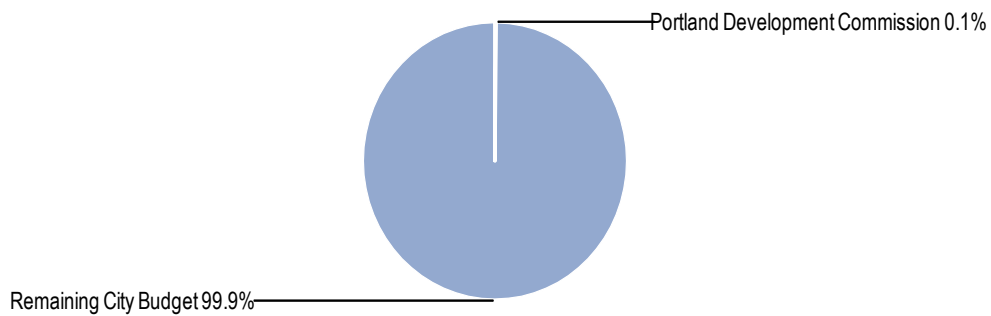
Portland Development Commission

Community Development Service Area

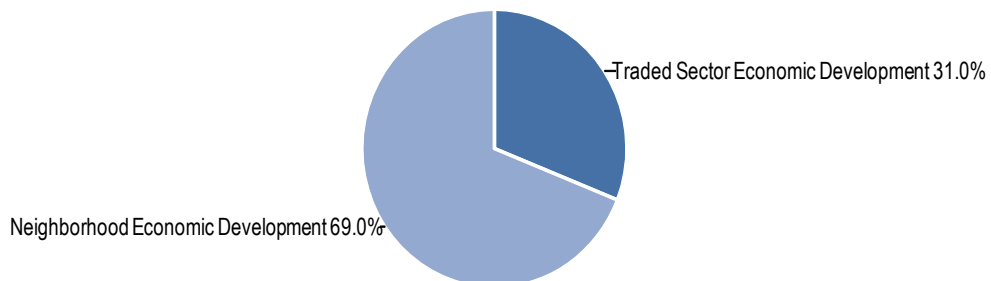
Mayor Charlie Hales, Commissioner-in-Charge

Patrick Quinton, Executive Director

Percent of City Budget

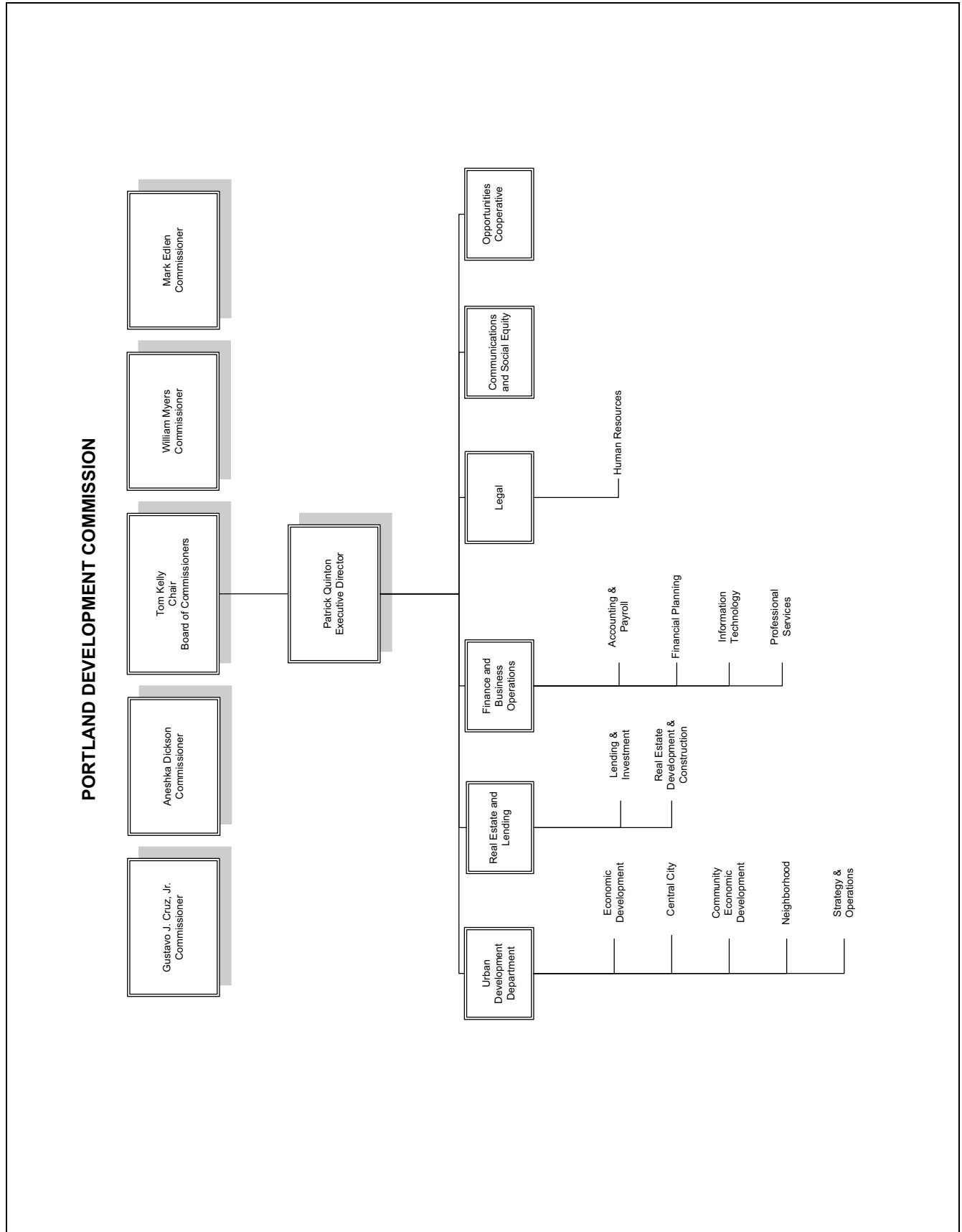


Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 7,104,071 | 5,818,465 | (1,285,606) | (18.10) |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 7,104,071 | 5,818,465 | (1,285,606) | (18.10) |



Bureau Summary

Bureau Mission

The Portland Development Commission (PDC) creates economic growth and opportunity for Portland.

Bureau Overview

The Portland Development Commission is the City's economic development and redevelopment agency and is responsible for achieving the City's key place-making, job creation, and economic opportunity objectives. The work of the agency is guided by the 2015-2020 PDC Strategic Plan, which was adopted by the Board and City Council in May 2015. The goal of the plan is to achieve widely shared prosperity among all residents of Portland by harnessing and expanding PDC's tools for job creation, place-making, and economic opportunity. PDC's work is organized around achieving this goal through five key objectives:

- ◆ Create healthy, complete neighborhoods throughout Portland
- ◆ Access to high quality employment for Portland residents
- ◆ Foster wealth creation within communities of color and low-income neighborhoods
- ◆ Form 21st century civic networks, institutions and partnerships
- ◆ Operate an equitable, innovative and financially sustainable agency

PDC's budget is fully aligned with the 2015-2020 Strategic Plan.

The Portland Development Commission manages 10 traditional and six micro Urban Renewal Areas (URAs) and engages in public-private partnerships to redevelop and revitalize key commercial corridors and centers across the city. Alongside private partners, the commission continues to pursue strategic redevelopment projects both downtown and in neighborhoods, with a focus on projects that match current market needs and generate the maximum social and financial return for the City.

Resources from the City's General Fund allow the commission to fulfill job growth, wealth creation and community capacity goals that are not eligible for funding through Tax Increment Financing (TIF). General Fund resources extends the commission's work beyond URA boundaries and real estate investments to provide critical non-physical assistance that supports business growth and economic opportunity through staff expertise, working capital, and technical assistance.

The TIF and General Fund support allow for a web of activities that connect people and resources to promote job and wealth creation, economic opportunity, and neighborhood revitalization. Projects and programs vary in size and scope, but share the consistent goals of facilitating business activity and neighborhood development that fuel the retention and creation of living-wage jobs that support families, generate community wealth, and create healthy and vibrant communities throughout the city.

Strategic Direction

The Commission's economic and urban development activities are guided by the new 2015-2020 Strategic Plan, which aligns with the Portland Plan and previously adopted Neighborhood Economic Development Strategy.

Summary of Budget Decisions

Reductions

Small Business Working Capital

The result of this ongoing reduction to General Fund resources of \$111,923 is that approximately 20 fewer small business loans will be made to growth-oriented businesses owned by low-income, immigrant and/or minority founders who experience difficult finding financing through traditional lenders

SE Works Youth

This is an ongoing \$40,956 reduction General Fund resources that eliminates funding to SE Works' Youth Transition Project. The Youth Transition project is a youth workforce development program that is focused on serving at-risk low-income 16-21 year olds. The program seeks to break the cycle of poverty through attainment of a General Education Diploma (GED) and successful transition to college.

Greater Portland, Inc.

PDC reduced its pass through support to Greater Portland Inc (GPI) by \$50,000. This is an ongoing reduction of General Fund resources. GPI is a regional public-private economic development organization focused on 1) coordinating regional business recruitments among greater Portland's economic development organizations, and 2) leading regional marketing and branding to promote the region as one of the nation's most competitive and vibrant metropolitan economies. The \$50,000 reduction will constrain staffing and programmatic delivery related to the organization's ability to deliver on its regional economic development mission.

Adds

Old Town/Chinatown Economic Development Grant

This decision adds \$30,000 for the Old Town Chinatown Action Plan, a one-time increase of General Fund resources. The Action Plan calls for the dedication of City resources over a three year period (\$30,000/year) to support district management, promotion and programming. The first year of this programming is underway with City General Fund resources. The objective of this work is to coordinate key communications, programming efforts, and branded improvements within the neighborhood to increase positive media coverage, bring people living and working in the neighborhood together, and drive interest in the area as a place to do business, and spend time and money.

Venture Portland Growing Business and Connecting Neighborhoods: Strengthening East Portland Business Associations

This pilot program expansion includes \$166,036 in one-time General Fund resources to provide extra support to nine business district associations in east and north Portland. Venture Portland will employ community organizers to work with the business district associations to grow their membership and revenue, increase visibility, and strengthen their leadership. Funding will also provide districts in the pilot program access to a special \$4,000 grant for special projects within the district.

Living Cully Grant

The provision of this one-time \$211,000 grant from General Fund resources will enable Living Cully Partners (LCP) to reduce Living Cully Partners' outstanding loan on property at 6921 NE Killingsworth. This property was previously used as a strip club and was purchased by LCP in order to find community-benefiting uses for the property. The property is anticipated to be purchased by Nicki USA a local meat processor. Nicki USA and Living Cully Partners are in the process of negotiating a community benefits agreement that includes provisions for local hiring from the Cully neighborhood. In addition, the parties anticipate developing a master lease to Living Cully Partners for 6,660 square feet of the building at reduced lease rates for the next 10 years.

Innovation Fund (Bridging the Tech Divide)

This program carryover of one-time General Fund resources totaling \$90,000 will allow PDC to continue its work on the Bridging the Digital Divide project. The goal of the project is to develop a web clinic to support 75-100 disadvantaged businesses, with a focus on those served through PDC's Microenterprise and Small Business Development Program.

Realignments

Adult/Youth Workforce

This realignment reallocates \$20,239 of current service level appropriation from the Small and Microenterprise Business Development Program to Workforce Development Program. This one-time realignment of General Fund resources is based on current year forecast of program management and staffing activity between the programs.

Cluster and Entrepreneurship Support

This one-time realignment transfers \$24,877 of current service level appropriation from Cluster Development (business recruitment) to Entrepreneurship Support within the Traded Sector program. Most business recruitment work has been transferred to Greater Portland Inc., and PDC will be more focused on entrepreneurship ecosystem capacity building in the current year.

Neighborhood Economic Development

Description

The Neighborhood Economic Development (NED) program fosters economic opportunity and neighborhood vitality throughout Portland. Initiatives under the NED program allow the City, in collaboration with neighborhood residents, local businesses, and community development organizations, to grow vibrant commercial areas, support wealth creation through business growth, and increase access to jobs by successfully positioning neighborhoods, local businesses, and their residents to connect to and compete in the regional economy. The FY 2016-17 Adopted Budget for the Neighborhood Economic Development program totals \$4,013,814. NED programs include:

- ◆ Neighborhood Prosperity Initiative (NPI) and Main Street Network
- ◆ Venture Portland
- ◆ Small and Micro Business Development Program
- ◆ Youth and Adult Workforce - Economic Opportunity Initiative
- ◆ Small Business Working Capital Fund

NPI and Main Street Network

PDC partners with eight community-based organizations located in North, Northeast and East Portland to drive economic development in priority neighborhoods. These districts are Alberta Main Street, Division-Midway Alliance, Historic Parkrose, Our 42nd Avenue District, St. Johns Main Street, The Cully Blvd Alliance, the Jade District and the Rosewood Initiative.

Venture Portland

Venture Portland is the City's key partner in building the capacity of Portland's 37-plus neighborhood business districts. Venture Portland's work focuses on regular training and technical assistance workshops for the districts, administration of a business district grant program, and increasing the visibility of districts through marketing support.

Small and Micro Business Development

The Small and Micro Business Development Program provides business technical assistance and support to businesses owned by people with low incomes, people of color and people with limited English proficiency. Technical assistance and support is delivered to more than 600 businesses annually through PDC-managed contracts with seven (7) non-profit groups: Hacienda; Immigrant and Refugee Community Organization (IRCO); Microenterprise Enterprise Services Organization (MESO); Native American Youth and Family Center (NAYA); Neighborhood House; Portland State University; and Hispanic Metropolitan Chamber of Commerce.

Adult and Youth Workforce Development

PDC collaborates with Worksystems, Inc. to co-fund and administer workforce development programs for low-income Portlanders with significant barriers to employment. WSI contracts with eleven non-profit providers which serve approximately 1,000 individuals, with up to three years of individualized support and training providing an emphasis on career track employment.

Portland Development Commission

Community Development Service Area

Small Business Working Capital

The Small Business Working Capital Program is utilized to increase access to capital for small businesses. The aim of the program is promote wealth creation for small-scale, low-income, immigrant, and/or minority-owned firms (target businesses) who aim to grow their businesses. As such, resources are prioritized for businesses that have historically faced barriers accessing financing from traditional lenders.

The goal of the program in FY 2016-17 is to provide approximately 12 loans to growth-oriented, qualified businesses

Goals

The Neighborhood Economic Development program supports the following 2015-2020 Strategic Plan objectives.

- ◆ Objective II. Access to high quality employment for Portland residents
- ◆ Objective III. Foster wealth creation within communities of color and low-income neighborhoods
- ◆ Objective IV. Form 21st century civic networks, institutions and partnerships

The program also supports implementation of the City's Equity Initiative. The final initiative described in this section (Youth and Adult Workforce) supports the City's goal to expand economic opportunities and A Home for Everyone.

Performance

Performance of NED programs can be found in the performance measures table, which includes both trend and projection information. The effectiveness measures reflect strong performance. The goal of the NED programs is to reach and deliver services primarily to low-income, immigrant, and minority residents, business owners and communities. NED programming around small business development, workforce development, and community-driven economic development consistently reaches this audience. A notable achievement for the PDC is that since the implementation of the 2011 NED Strategy, PDC has grown a network of 8 community driven economic development organizations in vulnerable neighborhoods, and has aligned its business technical assistance and workforce development initiatives with these communities.

Changes to Activities and Services

Changes to PDC's Neighborhood Economic Development activities include the following: 20 fewer small business loans made due to budget reductions to small business working capital programming; elimination of PDC's support to SE Works' Youth Transition project; expansion of neighborhood business association support to nine additional business districts; and provision of additional support to Living Cully Partners.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Community Economic Development | 0 | 0 | 28,000 | 0 | 0 |
| Local Partner Initiatives | 294,963 | 0 | 347,013 | 318,447 | 484,483 |
| Neighborhood Business Development | 0 | 0 | 1,200,500 | 913,923 | 913,923 |
| Neighborhood Commercial Corridor Initiatives | 0 | 0 | 1,868,026 | 0 | 0 |
| Neighborhood Economic Development | 1,641,660 | 3,383,484 | 0 | 1,185,936 | 1,276,192 |

Portland Development Commission

Community Development Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| Workforce Development | 0 | 0 | 1,248,190 | 1,339,216 | 1,339,216 |
| Total Expenditures | 1,936,623 | 3,383,484 | 4,691,729 | 3,757,522 | 4,013,814 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of households at or above self-sufficiency | NA | 63.0% | 64.0% | 65.0% | 65.0% |
| Percentage of workforce in Multnomah County earning at least a middle wage | NA | 45.0% | 45.6% | 46.2% | 46.2% |
| Ratio of PDC financial assistance to private investment | 8.82 | 6.89 | 6.55 | 6.00 | 6.00 |
| Effectiveness | | | | | |
| Number of volunteer hours provided by NPI and Main Streets Districts | 53,025 | 24,835 | 40,000 | 35,000 | 35,000 |
| Net number of businesses (NPI and Main Street Districts) | 50 | 50 | 25 | 25 | 25 |
| Net number of full-time hires (NPI and Main Street Districts) | 128 | 128 | 55 | 55 | 55 |
| Net number of part-time hires (NPI and Main Street Districts) | 25 | 25 | 30 | 30 | 30 |
| Operating funds raised by NPI & Main Streets Districts | \$969,720 | \$504,952 | \$400,000 | \$400,000 | \$400,000 |
| Number of volunteer hours provided by Venture Portland board members and other volunteers | 1,700 | 1,745 | 1,700 | 1,700 | 1,700 |
| Number of technical assistance hours provided by the Small and Micro Business Development Program | 17,495 | 1,248 | 500 | 1,000 | 1,000 |
| Percentage of businesses of color served by the Small and Micro Business Development Program | 60% | 77% | 60% | 70% | 70% |
| Percentage of business owners with limited English proficiency served by the Small and Micro Business Development Program | 32% | 41% | 30% | 30% | 30% |
| Percentage of businesses with a Median Family Income (80% or less) at enrollment served by the Small and Micro Business Development Program | 91% | 97% | 80% | 90% | 90% |
| Rating of overall client satisfaction with business technical assistance (range 1 to 5) | 4.45 | NA | 4.50 | 4.50 | 4.50 |
| Percentage of youth participants people of color in workforce development | 75% | 76% | 70% | 70% | 70% |
| Percentage of adult participants people of color in workforce development | 56% | 60% | 50% | 50% | 50% |
| Efficiency | | | | | |
| Amount of private funds raised by business district associations to match Venture Portland grants | \$340,000 | \$260,266 | \$340,000 | \$300,000 | \$300,000 |

Portland Development Commission

Community Development Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of technical assistance hours to business district associations by Venture Portland | 780 | 17,779 | 12,000 | 15,800 | 15,800 |
| Number of training hours provided to business district associations by Venture Portland | 698 | 803 | 700 | 700 | 700 |
| Amount of grant to Venture Portland | \$87,450 | \$79,000 | \$68,000 | \$68,000 | \$68,000 |
| Number of projects funded by Venture Portland | 45 | 29 | 30 | 30 | 30 |
| Number of business district associations receiving grants from Venture Portland | 31 | 22 | 30 | 30 | 30 |
| Number of businesses served by the Small and Micro Business Development Program | 522 | 353 | 450 | 310 | 310 |
| Number of youth participants in workforce development | 693 | 660 | 650 | 650 | 650 |
| Number of adult participants in workforce development | 614 | 771 | 450 | 450 | 450 |

Traded Sector Economic Development

| | |
|--------------------|---|
| Description | <p>Consistent with Portland Development Commission's 2015-2020 Strategic Plan, the agency prioritizes investments and focuses resources to help increase access to family-wage jobs and grow existing businesses in target traded sector industries to encourage local economic expansion and inclusive growth. The Traded Sector Economic Development program also includes cross-industry initiatives focused on global trade and investment, business attraction, enhancing Portland's inclusive innovation and entrepreneurship ecosystem, and small business lending. The Adopted Budget totals \$1,879,651 after accounting for targeted reductions of \$50,000 and one-time carryover decisions. Traded sector programs include:</p> <ul style="list-style-type: none"> ◆ Cluster Development ◆ Inclusive Entrepreneurship Support <p><u>Cluster Development</u></p> <p>Employment trends within target clusters over the past five years reflect the positive impact of customized business development and industry initiatives, combined with efforts to promote international business opportunities.</p> <p>The cluster development activities focus on three related and complementary sets of activities:</p> <ul style="list-style-type: none"> ◆ Business development to support quality job growth through business and industry expansion; ◆ Business recruitment in partnership with Greater Portland Inc; ◆ Global trade and investment. <p>With a heightened focus on positioning the city's economic growth to provide job opportunity for residents across Portland, these core activities support the competitive industries that provide high-quality employment opportunities and work to fill these jobs with people of color and residents of low-income neighborhoods.</p> |
| Goals | <p>Between Q3 2010 and Q3 2015, implementation of the City's Economic Development Strategy helped to create more than 56,000 private sector jobs in Multnomah County, 12,700 in the last year alone. The FY 2016-17 Traded Sector Economic Development program builds on this success with more a more strategic focus on quality and accessible job growth through target industry business development, business expansion through trade and investment, and robust entrepreneurship support targeting under-represented populations.</p> |
| Performance | <p>Traded Sector Economic Development programs are targeted to help achieve PDC's key performance measures, namely increasing the percentage of households at or above self-sufficiency (prosperous households) and increasing the percent of workforce earning at least a middle wage (quality economic and job growth) through the creation of family-wage jobs and growing existing businesses in target traded sector industries. PDC is focusing on increasing investment in startups owned by or employing top executives that are women and people of color (equitable access to capital) through implementation of the Inclusive Startup Fund and ongoing entrepreneurship support programming.</p> |

Portland Development Commission

Community Development Service Area

Changes to Services and Activities

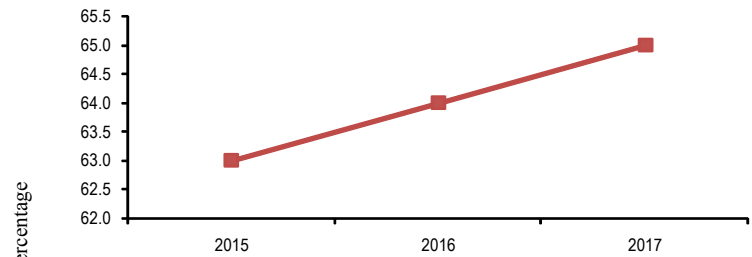
The main change to Traded Sector Economic Development services is the \$50,000 reduction in PDC's support to Greater Portland, Inc. The reduction will constrain staffing and programmatic outcomes related to regional economic development goals.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Entrepreneurship Support | 0 | 0 | 1,015,430 | 449,683 | 449,683 |
| Traded Sector Business Development | 0 | 0 | 1,398,327 | 1,520,101 | 1,354,968 |
| Traded Sector Economic Development | 1,706,165 | 1,687,896 | (49,636) | 275,123 | 0 |
| Total Expenditures | 1,706,165 | 1,687,896 | 2,364,121 | 2,244,907 | 1,804,651 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of start-up investments to firms founded, owned, or led by women | NA | 24.0% | 29.2% | 34.4% | 34.4% |
| Start-up investments to firms founded, owned, or led by people of color | NA | 5 | 5 | 5 | 5 |
| Percentage of non-TIF resources for operating budget | NA | 75.0% | 55.0% | 55.0% | 55.0% |
| Effectiveness | | | | | |
| Number of Traded Sector business retention, expansion visits | 550 | 500 | 500 | 500 | 600 |
| Number of Traded Sector business relocations (within Portland) | 11 | 7 | 8 | 8 | 6 |
| Workload | | | | | |
| Number of Traded Sector business clients | 350 | 350 | 300 | 300 | 300 |
| Number of Traded Sector direct assistance, referral activities | 500 | 550 | 500 | 500 | 500 |
| Number of Portland Traded Sector firms receiving export assistance | 75 | 60 | 75 | 75 | 75 |
| Number of Traded Sector international contracts (Portland only) | 9 | 11 | 10 | 10 | 10 |

Performance Measures

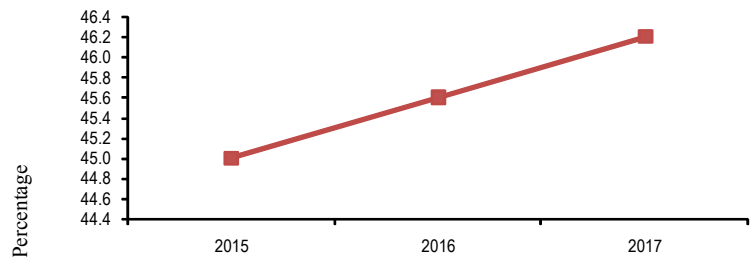
Percentage of Households at or Above Self-Sufficiency

The self-sufficiency standard measures how much income a family of a certain composition must earn to meet basic needs. The standard is a measure of income adequacy that is based on the costs of the basic needs for working families: housing, child care, food, health care, transportation, and miscellaneous items, as well as tax impacts. An increase in the percent of households at or above the self-sufficiency standard benchmarks the City's ability to foster economic opportunity for all Portlanders.



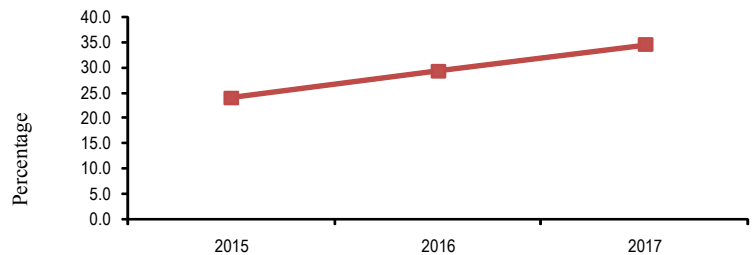
Percentage of Workforce in Multnomah County Earning at Least a Middle Wage

Workers earning a middle wage or higher (\$42,000+ per year in 2014 dollars) will have the necessary income to meet self-sufficiency standards in Multnomah County for various family sizes and types. Increasing the percent of workforce earning a middle wage from 45% to 48% by 2020 will add more than 28,000 quality jobs to the economy. Metric also measures continued economic growth, availability of quality jobs, and access to employment as it reflects industry wages and employment-to-population ratio.



Percentage of Firms Awarded Start-up Capital which are Founded, Owned, or Led by Women

Access to capital is a critical factor for firm success and growth. Local and national data suggest that women lack male counterparts in accessing startup capital. Increasing investment in startups founded or owned by or employing top executives that are women will positively impact wealth accumulation for underrepresented populations in Portland.

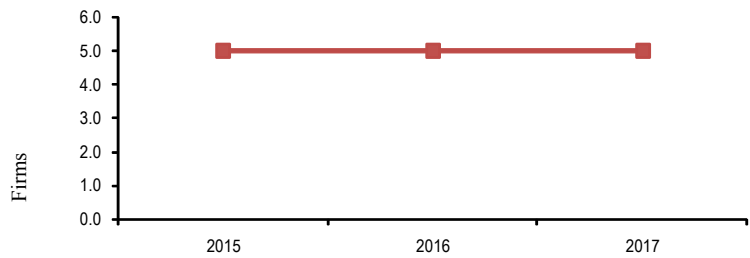


Portland Development Commission

Community Development Service Area

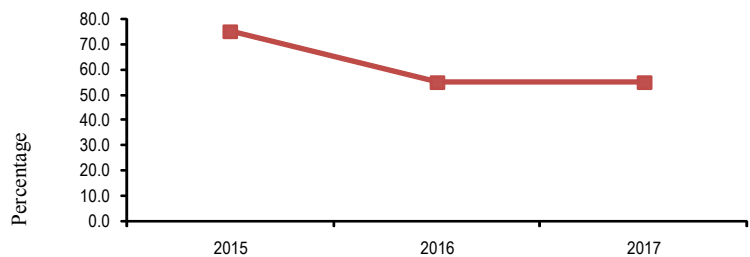
Number of start-up investments to firms founded, owned, or led by people of color

Access to capital is a critical factor for firm success and growth. Local and national data suggest that communities of color significantly lag white counterparts in accessing startup capital. Increasing investment in startups founded or owned by or employing top executives who are communities of color will positively impact wealth accumulation for underrepresented populations in Portland.



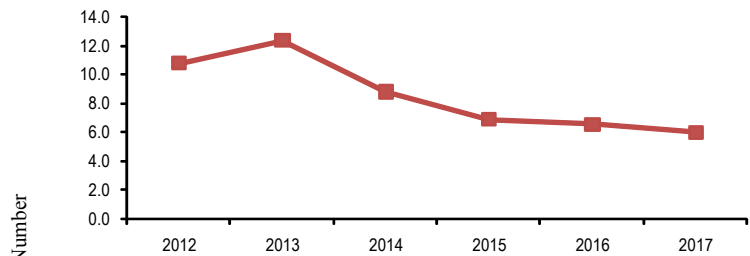
Percentage of Non-TIF Resources for Operating Budget

With the projected decline of Tax Increment Financing in the next decade, PDC needs to diversify its resources to deliver on its strategic plan. Monitoring non-TIF resources as a portion of annual operating budget will measure progress toward long-term financial sustainability as well as the agency's ability to support priorities outside urban renewal areas and capital-improvement related projects.



Ratio of PDC Financial Assistance to Private Investment

Ratio of PDC financial assistance to private assistance measures actual PDC investment in projects in key financial assistance programs compared to the amount of private and outside investment made on the same projects. Target ratios are based on the prior three year average performance. A higher percentage of PDC Redevelopment Loan Fund investment in projects in FY 2013-14 generated a lower average ratio and in turn has produced a lower ratio. FY 2015-16 actuals may exceed target based on actual projects moving forward.



| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Intergovernmental | 352,271 | 449,092 | 48,221 | 0 | 0 |
| Total External Revenues | 352,271 | 449,092 | 48,221 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 4,507,920 | 5,297,524 | 7,055,850 | 6,002,429 | 5,818,465 |
| Total Internal Revenues | 4,507,920 | 5,297,524 | 7,055,850 | 6,002,429 | 5,818,465 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$4,860,191 | \$5,746,616 | \$7,104,071 | \$6,002,429 | \$5,818,465 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| External Materials and Services | 4,860,191 | 5,746,616 | 7,104,071 | 6,002,429 | 5,818,465 |
| Total Bureau Expenditures | 4,860,191 | 5,746,616 | 7,104,071 | 6,002,429 | 5,818,465 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$4,860,191 | \$5,746,616 | \$7,104,071 | \$6,002,429 | \$5,818,465 |
| Programs | | | | | |
| Accounting | 352,271 | 449,092 | 48,221 | 0 | 0 |
| Economic Opportunity | 865,132 | 226,144 | 0 | 0 | 0 |
| Neighborhood Economic Development | 1,936,623 | 3,383,484 | 4,691,729 | 3,757,522 | 4,013,814 |
| Traded Sector Economic Development | 1,706,165 | 1,687,896 | 2,364,121 | 2,244,907 | 1,804,651 |
| Total Programs | 4,860,191 | \$5,746,616 | \$7,104,071 | \$6,002,429 | \$5,818,465 |

Community Development Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|------------------|----------------|------------------|-------------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 5,524,308 | 0 | 5,524,308 | 0.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 275,000 | 0 | 275,000 | 0.00 | Portland Benefit Corporation program |
| | 0 | 30,000 | 30,000 | 0.00 | Old Town China Town District Action Plan |
| | 0 | 165,000 | 165,000 | 0.00 | Carryover - Innovation Fund project and Benefit Corporation program |
| | 0 | 211,000 | 211,000 | 0.00 | Living Cully project |
| Approved Budget Additions and Reductions | | | | | |
| | (275,000) | 0 | (275,000) | 0.00 | Portland Benefit Corporation program |
| | 0 | 166,036 | 166,036 | 0.00 | Venture Portland pilot project |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | (75,000) | (75,000) | 0.00 | Transfer B-Corp to Mayor's Office |
| | (202,879) | 497,036 | 294,157 | 0.00 | Total FY 2016-17 Decision Packages |
| | | | 5,818,465 | 0.00 | Total Adopted Budget |

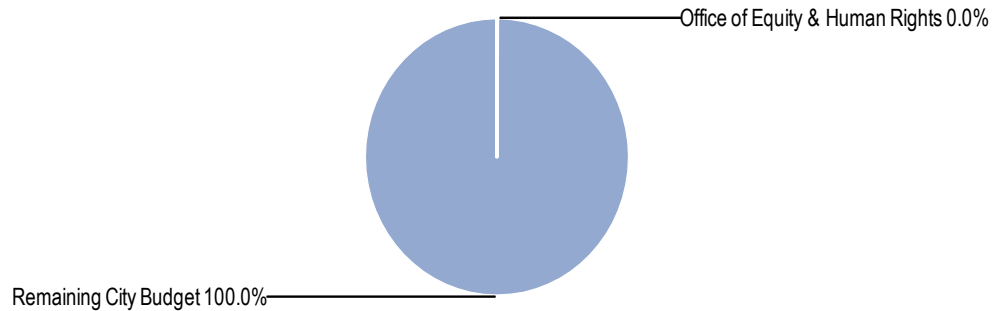
Office of Equity & Human Rights

Community Development Service Area

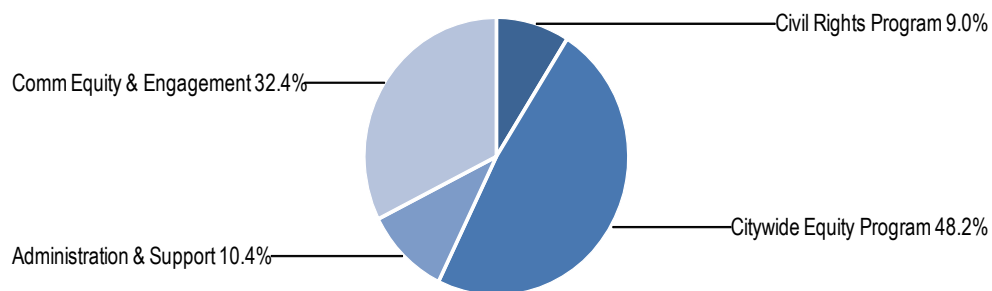
Mayor Charlie Hales, Commissioner-in-Charge

Dante James, Director

Percent of City Budget



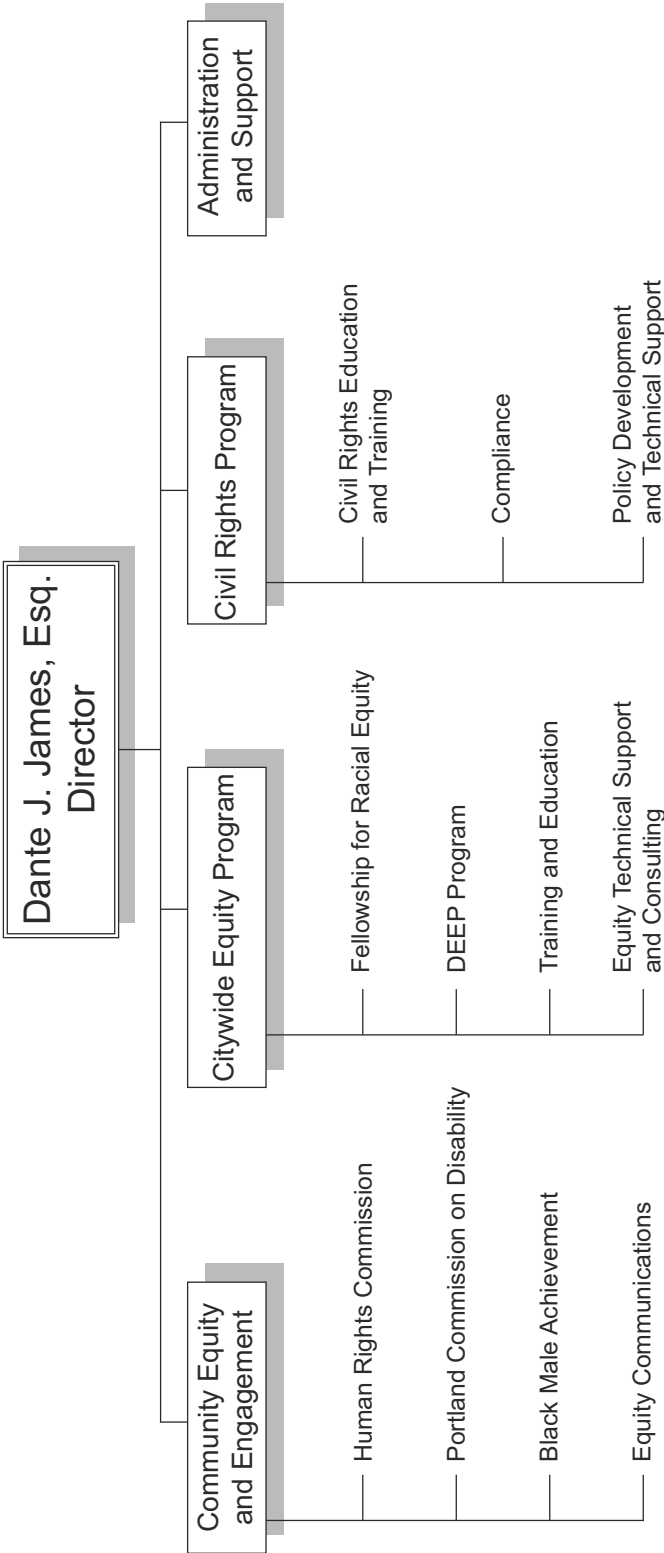
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 1,864,445 | 1,672,186 | (192,259) | (10.31) |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 1,864,445 | 1,672,186 | (192,259) | (10.31) |
| Authorized Positions | 11.00 | 10.00 | (1.00) | (9.09) |

Office of Equity & Human Rights



Bureau Summary

Bureau Mission

The mission of the Office of Equity & Human Rights (OEHR) is to provide education and technical support to City staff and elected officials, leading to recognition and removal of systemic barriers to fair and just distribution of City resources, access and opportunity, starting with issues of race and disability.

Bureau Overview

The Office of Equity & Human Rights was created in September 2011 by City Council. The office provides services to all City bureaus in the areas of training and technical assistance related to promoting equity and reducing disparity throughout the City. OEHR has been cited as a national leader in equity in local government by organizations such as the John F. Kennedy School of Government at Harvard University; the Center for the Study of Social Policy; and the Local & Regional Government Alliance on Race and Equity.

The office has four program areas: the Citywide Equity Program, the Community Equity & Engagement Program, the Civil Rights Program, and Administration & Support. This includes administration and staffing of the Human Rights Commission, the Portland Commission on Disability, and the Diverse and Empowered Employees of Portland.

Strategic Direction

The work of the bureau is guided by *the Framework for Equity* in the Portland Plan and the *Citywide Racial Equity Goals and Strategies* adopted in 2015 by City Council as binding city policy. Along with specific Council guidance, these two documents charge the City with implementing profound organizational change. OEHR is responsible for:

- ◆ Providing equity training to all City employees
- ◆ Supporting and guiding bureaus in implementation of five-year racial equity plans
- ◆ Delivering high-quality issue-specific equity analysis and support to all City bureaus and elected official's offices upon request or as otherwise needed
- ◆ Supporting institutionalization of Civil Rights policies and protocols across City
- ◆ Staffing the Human Rights Commission and Portland Commission on Disability
- ◆ Coordinating the Black Male Achievement Program

OEHR has set the following goals for the upcoming fiscal year:

- ◆ Create a Citywide Disability Equity Initiative, including training, demographic study and collection, and goals and strategies.
- ◆ Support City Bureaus in implementation of the five-year Racial Equity Plans
- ◆ Launch the Fellowship for Racial Equity (FRE) program, a year-long intensive training cohort to build organizational capacity to achieve Racial Equity goals throughout the bureaus.

- ◆ Support all bureaus through training, resources and technical assistance
- ◆ Offer administrative models for application of Title VI compliance and best practices

Summary of Budget Decisions

Adds

Provide Black Male Achievement Materials & Services Budget

This decision package allocates \$20,000 in ongoing General Fund resources to provide a materials and services budget to support the Black Male Achievement (BMA) program. This includes the Summer Youth Experience, which is a collaboration with Worksystems, Inc. to provide culturally specific curriculum and support to African American young men in the Summerworks program.

FY 2015-16 Carryover: BMA SummerWorks Experience

This one-time carryover funding of \$40,000 in General Fund resources will support the BMA Summer Works Experience. OEHR will contract with a community-based organization to support and enhance the employment-focused activities for the BMA cohort of participants in the larger Summer Works program, led by Worksystems, Inc, Multnomah County, and the City of Portland.

FY 2015-16 Carryover: Fellowship for Racial Equity Program

One-time carryover of \$15,000 in General Fund resources will fund a new program called the Fellowship for Racial Equity (FRE), a year-long intensive training cohort designed to build organizational capacity to achieve Racial Equity goals throughout the bureaus. The funding will allow OEHR to supplement existing resources for the first two years of the fellowship by contracting with an outside organization with specific experience in growing organizational capacity to implement racially equitable policies and practices in local government through cohort-model training.

Interagency Balancing

The Adopted Budget includes \$235 for the bureau's portion of costs associated with the Data Center relocation.

Equitable Contracting & Purchasing Commission

\$25,000 of ongoing General Fund resources is transferred from the OMF to OEHR for administration of the Equitable Contracting & Purchasing Commission.

Reductions

Program Materials & Services Reductions

This decision package makes targeted reductions in the materials & services budgets for Administration, Training & Education, Civil Rights, and Communications totaling \$30,000.

Realignments

Commission Program Budget Realignment

There has been a lack of equity between the Human Rights Commission (HRC) and Portland Commission on Disability (PCoD) budgets largely due to the fact that PCoD incurs higher accommodation costs in order to support the involvement of many of the commissioners. This realignment establishes the desired equity by moving \$4,500 from HRC's budget to the PCoD budget.

Transfer COCL/COAB Support

In FY 2015-16, OEHR provided space and human resources support for the administrative support position for the Compliance Office and Community Liaison (COCL) and Community Oversight Advisory Board (COAB). Ongoing General Fund dollars in the amount of \$90,866 is being transferred to Special Appropriations in the Adopted Budget. OEHR will continue to provide limited administrative support to this position, funded through an interagency agreement.

Budget Notes**Staffing Plan**

Council directs the Office of Equity & Human Rights to carry out an assessment to identify a staffing model that will allow the bureau to balance its programmatic, training, and policy needs in order to meet its mission and mandate as set by Council. This staffing model should include a proposed structure for coordinating Citywide equity efforts across all bureaus. If the Office of Equity determines that additional skillsets or capacity are required to meet its organizational goals, the staffing plan should note opportunities to cross-train existing employees and/or to contract with outside entities to fulfill those needs. The bureau shall provide a staffing plan to City Council by December 1, 2016 so that the recommendations may be discussed prior to FY 2017-18 budget development.

Administration & Support

| | |
|---|---|
| Description | This program provides strategic support and direction for bureau staff, executive level assistance to the director, support to the senior policy team and program area staff, and administration of general bureau business operations. |
| Goals | The Administration & Support program supports the Citywide goal of effective and efficient management and governance of City resources, including personnel management, budget, and non-financial resources. |
| Performance | The performance of this program will be measured by how well the office remains within its budget. Last year, the office accomplished this goal. |
| Changes to Services and Activities | <p>OEHR realigned internal resources in the FY 2015-16 Adopted Budget to create a 0.60 FTE Assistant Program Specialist position. This position was classified as a Senior Administrative Specialist in June 2016, and future budgets will reflect inclusion of this FTE.</p> <p>The FY 2016-17 Adopted Budget also transfers \$25,000 in ongoing resources to the Office of Equity & Human Rights for administration of the Equitable Contracting & Purchasing Commission.</p> |

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE & Financials | | | | | |
| FTE | 1.15 | 0.95 | 1.95 | 1.05 | 1.05 |
| Expenditures | | | | | |
| Administration | 295,507 | 231,784 | 132,022 | 173,707 | 173,707 |
| Total Expenditures | 295,507 | 231,784 | 132,022 | 173,707 | 173,707 |

Citywide Equity Program

Description

Within the Citywide Equity Program, there are four components:

Equity Training & Education - This program designs and delivers training sessions to City staff on equity concepts and implementation methodologies, focusing on race and disability. Participants learn to recognize institutional barriers to just distribution of resources, and develop strategies to remove barriers in policies, programs, and practices.

Equity Technical Support & Consulting - This team provides consulting, technical assistance, and equity tools to bureaus regarding policy development and review, as well as inclusive outreach and recruitment. This program also provides citywide assistance in evaluating or changing policies or practices.

Fellowship for Racial Equity (FRE) - This new program will be a year long intensive training cohort to build organizational capacity to achieve Racial Equity goals throughout the bureaus. OEHR will continue to work closely with the Government Alliance for Race and Equity (GARE) to provide cutting edge resources and trainings.

Diverse Empowered Employees of Portland (DEEP) - This networking resource for City employees, DEEP is the central coordinating committee of the City's employee resource groups. DEEP seeks to help create a work environment that is inclusive and supportive of the City's diverse workforce. OEHR provides budget and administrative management for the committee.

Goals

Equity Training & Education will develop and deliver training curriculum on institutionalized racism and equitable service to individuals with disabilities.

Equity Technical Support & Consulting will develop customer service survey instruments to measure the effectiveness of these services.

FRE will increase the number of city staff trained to provide expertise in achieving the City's racial equity goals and strategies.

DEEP will track the number of DEEP-sponsored and -coordinated events and the number of participants.

Performance

Bureau achievements in FY 2015-16 include:

- ◆ Provided equity training to over 662 employees from more than 11 different bureaus. This includes all-staff trainings for three bureaus, training for members of a partner organization, and advanced equity trainings for City staff.
- ◆ Added Disability Status as employee demographic field on Workforce Demographics dashboard.
- ◆ Provided equity consultations which resulted in changes in policy, practice or service, including: Council-approved Citywide Racial Equity Goals & Strategies; "Ban the Box;" Charles Jordan Standard hiring rule; and mandatory reporting for direct, non-competitive appointments.

Office of Equity & Human Rights

Community Development Service Area

Changes to Services and Activities

When OEHR was established in 2012, the pre-existing Citywide Diversity Committee became the Citywide Equity Committee (CEC). The CEC was comprised of representatives from each City bureau, and helped to develop the Racial Equity Roadmap, policy recommendations, and a starter kit of resources for Bureau Equity Committees. In reviewing resources, capacity and direction, OEHR chose to move toward implementing a cohort training model. The goal of the program is to create a training cohort with a depth of equity policy analysis expertise that will support OEHR's charge of guiding and advising City bureaus on removing barriers to communities of color from policies, practices, and programs. Budgetarily, the increased strategic emphasis upon training is reflected in the financial table below.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 5.30 | 5.10 | 3.80 | 4.58 | 4.58 |
| Expenditures | | | | | |
| Citywide Equity Council | 139,655 | 126,078 | 139,212 | 0 | 0 |
| Citywide Equity Program | 0 | 0 | 0 | 0 | 25,000 |
| DEEP Program | 7,252 | 28,125 | 37,051 | 27,787 | 27,787 |
| Fellowship for Racial Equity | 0 | 0 | 0 | 136,842 | 136,842 |
| Tech Support & Consulting | 319,920 | 291,880 | 363,829 | 308,535 | 308,535 |
| Training & Education | 225,010 | 220,334 | 259,915 | 308,501 | 308,501 |
| Total Expenditures | 691,837 | 666,417 | 800,007 | 781,665 | 806,665 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of bureaus that have begun implementation of their Racial Equity Roadmap | NA | 0% | 80% | 90% | 90% |
| Percentage of City management that are employees of color | 14% | 20% | 20% | 19% | 19% |
| Percentage of City employees that have completed Equity 101 training | 7% | 18% | 32% | 44% | 44% |
| Effectiveness | | | | | |
| Number of City employees who received equity trainings annually | 376 | 662 | 800 | 700 | 750 |
| Number equity consultations resulting in change in policy, practice, or service | NA | 4 | 8 | 8 | 8 |
| Percentage of City workforce that are employees of color | 18% | 18% | 18% | 18% | 18% |
| Workload | | | | | |
| Number of requests by City bureaus or elected officials for equity consultation or technical assistance | NA | 10 | 12 | 12 | 12 |

Community Equity & Engagement

Description

The Community Equity & Engagement Program contains four components:

- ♦ **Black Male Achievement Program** - The Black Male Achievement (BMA) initiative addresses disparities for Black men and boys in education, employment, criminal justice and community & family stability. The BMA initiative in Portland was initially coordinated by the Mayor's Office, then established as a program area in OEHR in December of 2014. The program leads a collective of organizations to create access and opportunity to jobs and to affect policy change.
- ♦ **Human Rights Commission** - The Human Rights Commission (HRC) works to eliminate discrimination and bigotry in order to strengthen inter-group relationships, and to foster greater understanding, inclusion and justice for Portlanders. The commission works independently with budget and administrative management from OEHR.
- ♦ **Portland Commission on Disability** - The bureau's disability program has primarily supported the work of the Portland Commission on Disability (PCoD), whose mission is to guide the City in ensuring that it is a more universally accessible city. The commission seeks accessibility in the built environment, employment, livability and health, and outreach.
- ♦ **Equity Communications** - This program promotes the work of the office to the community and within City government, creating informational resources and reports, videos, and other materials about OEHR.

Goals

The Community Equity and Engagement Program priorities and goals are in close alignment with the Portland Plan Action Item #6: to include people not generally represented in decision-making, advisory committees and technical teams, and to recognize non-geographic based communities in public involvement. Program-specific goals are as follows:

- ♦ The **Black Male Achievement Program** will continue to act as a convener, facilitator, policy guide, and collective voice to obtain data, push for policy change, increase program scale, and exert influence to create awareness and change for the betterment of Black men and boys.
- ♦ The **Human Rights Commission** will measure the number of requests for advice, consultation, technical assistance or input received from bureaus and elected officials.
- ♦ The **Portland Commission on Disability** will measure the number of requests for advice, consultation, technical assistance or input received from bureaus and elected officials and participate in the Community Oversight Advisory Board.
- ♦ **Equity Communications** will drive media requests, create the OEHR annual report, create multi-media material for OEHR's work, and create traffic on social media.

Office of Equity & Human Rights

Community Development Service Area

Performance

Program Achievements in FY 2015-16 include:

- ◆ The BMA and its steering committee organized and facilitated the BMA Summer Youth Experience, in partnership with the City of Portland, Multnomah County and Worksystems, Inc. Participants were placed in jobs throughout the region, and took part in an evidence-based, culturally-specific professional development program. As part of their capstone activity, the participants presented their findings and recommendations in a youth-led summit.
- ◆ BMA also hosted the National League of Cities Black Male Achievement Convening in October. There were 35 representatives from six cities across the U.S. who attended workshops and site visits to learn about the City of Portland's BMA efforts in the areas of policy promotion, organizational structures, city-community collaboration and engagement of young Black men and boys.
- ◆ The HRC continued work on implementing its strategic plan developed last year. The commission is focusing on two areas for ongoing efforts: Housing and Administration of Justice, as well as responding to concerns and issues brought forward to the Commission by the public. A Human Rights Commissioner continues to serve on the Community Oversight Advisory Board (COAB).
- ◆ The PCoD hosted a very well-attended 25th Anniversary Celebration of the Americans with Disabilities Act. Several commissioners served bureaus in an advisory capacity, including the Private for Hire Task Force, COAB, Portland Housing Bureau's Housing Advisory Council, and several committees related to the City's Comprehensive Plan.

Changes to Services and Activities

No major changes took place in program services and activities. The New Portlanders Program was transferred to the Office of Neighborhood Involvement in the FY 2015-16 Adopted Budget.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 2.55 | 3.10 | 3.30 | 3.38 | 3.38 |
| Expenditures | | | | | |
| Black Male Achievement Pg | 0 | 43,215 | 164,628 | 178,261 | 178,261 |
| Disability Commission | 98,596 | 139,283 | 171,850 | 123,541 | 123,541 |
| Equity Communications | 0 | 76,709 | 96,824 | 100,900 | 100,900 |
| Human Rights Commission | 77,919 | 91,473 | 114,904 | 139,059 | 139,059 |
| New Portlander Program | 125,681 | 52,930 | 0 | 0 | 0 |
| Total Expenditures | 302,196 | 403,610 | 548,206 | 541,761 | 541,761 |

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effectiveness | | | | | |
| Number of HRC advisements, consultations, or technical assistance provided to City bureaus and elected officials offices | NA | 3 | 4 | 5 | 5 |
| Number of participants who engaged in BMA sponsored/hosted activities or programs | NA | NA | 200 | 150 | 200 |

Office of Equity & Human Rights

Community Development Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of requests to PCOD for advice, consultation, or technical assistance by City bureaus or elected officials | NA | 6 | 8 | 10 | 10 |

Civil Rights Program

Description

The City's Civil Rights Program was transferred from the Office of Management & Finance to OEHR in 2014. The Civil Rights Program oversees and ensures that the City and its bureaus are in compliance with federal civil rights laws and regulations, specifically regarding Title VI of the 1964 Civil Rights Act and Title II of the Americans with Disabilities Act (ADA).

Title VI of the Civil Rights Act of 1964 states that no person shall be excluded from participation in, denied the benefits of, or be subjected to discrimination in any City program, service, or activity on the grounds of race, color, or national origin. The City also requires its contractors and grantees to comply with this policy.

Title II of the ADA prohibits all state and local governments from discriminating on the basis of disability, and promotes equal access for and full participation of citizens. The City works to ensure that every program, service, benefit, activity and facility operated or funded by the City is accessible to people with disabilities. The City strives to eliminate barriers that may prevent persons with disabilities from accessing facilities or participating in City programs, services and activities.

Goals

The goal of the Civil Rights Program is to ensure equitable participation and impacts of City programs, services, and activities, and remove barriers to access to all City services, resources and opportunities for all Portlanders.

Performance

In FY 2015-16, The Civil Rights Program provided ongoing information dissemination and training at international, regional, and intergovernmental levels; facilitated, trained and supported Title VI bureau liaisons and other City staff in implementing City's Title VI plan; collaborated with bureau and community interest groups regarding Title VI activities, provided technical assistance for regular operations, large City projects, and planning efforts; supported Citywide work with one-time translation/interpretation grant funding; and redeveloped and translated nondiscrimination and accommodation statements.

Changes to Services and Activities

Transition Plan

OEHR received one-time funding in FY 2015-16 for a limited term Transition Plan Program Coordinator. Starting in FY 2016-17, the implementation work shifts primarily to individual bureaus, though there is a need for ongoing comprehensive monitoring, updates, and support.

Citywide Administrative Protocols for Equity and Civil Rights

The most crucial and ongoing Civil Rights Title VI work is in the development of equitable administrative protocols. These policy protocols would set a Citywide minimum standard to institutionalize best practices and policies, and create a strategy for integration into current operations and procedures. The intent is to create more opportunities for equitable programs, services and activities, to check for unintentional discrimination, to prompt mitigation efforts, and improve upon procedure to facilitate more equitable outcomes.

Office of Equity & Human Rights

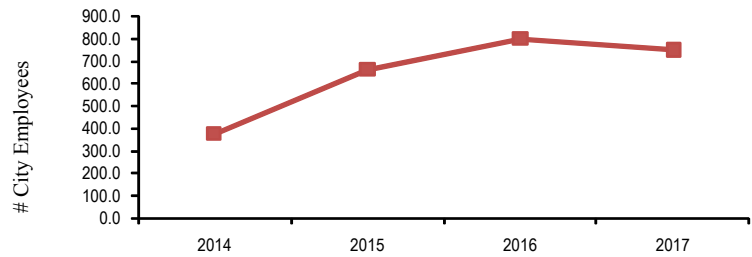
Community Development Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 0.00 | 0.85 | 0.95 | 0.99 | 0.99 |
| Expenditures | | | | | |
| Civil Rights Program | 0 | 309,695 | 293,526 | 150,053 | 150,053 |
| Total Expenditures | 0 | 309,695 | 293,526 | 150,053 | 150,053 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of bureaus that have translated essential documents into the ten safe harbor languages | NA | 0% | 85% | 90% | 90% |
| Percentage of ADA Title II Transition Plan barriers removed by City bureaus each year | NA | 23% | 80% | 90% | 90% |
| Workload | | | | | |
| Number of bureau consultations regarding Title II / Title VI | NA | 52 | 55 | 60 | 60 |
| Number of City bureaus who have contacted OEHR to assist in developing their Title VI Compliance Review/Assessment | NA | 0 | 3 | 5 | 5 |

Performance Measures

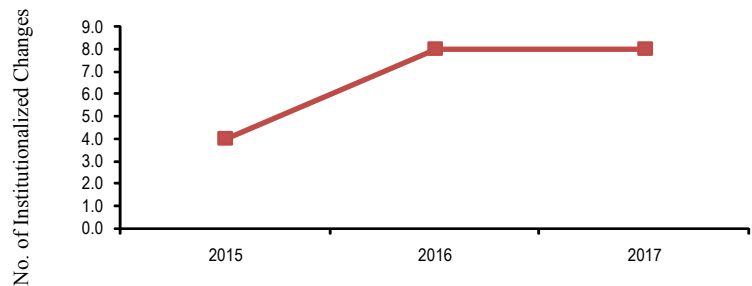
Employees Receiving Equity Trainings

OEHR has directed substantial organizational resources into maximizing training capacity. This is especially necessary given that City Council established Equity 101 as mandatory for all City employees.



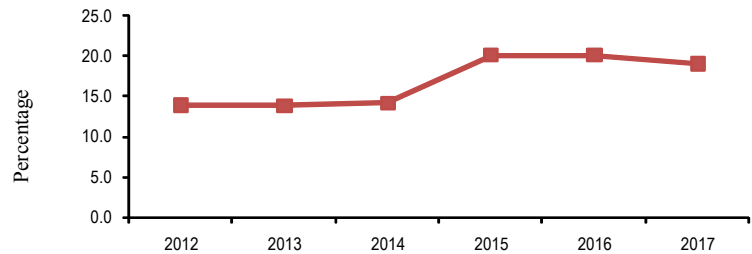
Equity Consultations Resulting in Institutionalized Change

This measure is a key indicator of success, given that the bureau's work centers upon institutionalizing policies and practices that are equitable for people of color and those living with disabilities.



Percentage of City Managers that are Employees of Color

OEHR has limited ability to actively influence other bureau's hiring decisions. Nonetheless, this is a key indicator for the City in measuring how well communities of color are represented in higher-compensated positions of decision-making authority within the organization.



| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 90,215 | 2,912 | 4,300 | 0 | 0 |
| Intergovernmental | 41,500 | 0 | 750 | 0 | 0 |
| Miscellaneous | 525 | 0 | 55,180 | 0 | 0 |
| Total External Revenues | 132,240 | 2,912 | 60,230 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 792,403 | 842,839 | 1,282,304 | 1,079,934 | 1,091,319 |
| General Fund Overhead | 504,262 | 718,275 | 516,088 | 562,126 | 575,741 |
| Fund Transfers - Revenue | 0 | 22,740 | 0 | 0 | 0 |
| Interagency Revenue | 0 | 30,076 | 5,823 | 5,126 | 5,126 |
| Total Internal Revenues | 1,296,665 | 1,613,930 | 1,804,215 | 1,647,186 | 1,672,186 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$1,428,905 | \$1,616,842 | \$1,864,445 | \$1,647,186 | \$1,672,186 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 1,069,803 | 1,273,386 | 1,544,524 | 1,297,841 | 1,297,841 |
| External Materials and Services | 225,564 | 194,042 | 193,759 | 160,320 | 185,320 |
| Internal Materials and Services | 133,538 | 149,414 | 126,162 | 189,025 | 189,025 |
| Total Bureau Expenditures | 1,428,905 | 1,616,842 | 1,864,445 | 1,647,186 | 1,672,186 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$1,428,905 | \$1,616,842 | \$1,864,445 | \$1,647,186 | \$1,672,186 |
| Programs | | | | | |
| Administration & Support | 295,507 | 231,784 | 132,022 | 173,707 | 173,707 |
| Citywide Equity Program | 691,837 | 666,417 | 800,007 | 781,665 | 806,665 |
| Civil Rights Program | 0 | 309,695 | 293,526 | 150,053 | 150,053 |
| COCL Support | 0 | 0 | 90,684 | 0 | 0 |
| Comm Equity & Engagement | 302,196 | 403,610 | 548,206 | 541,761 | 541,761 |
| Govern. For Racial Equity | 139,365 | 5,336 | 0 | 0 | 0 |
| Total Programs | 1,428,905 | \$1,616,842 | \$1,864,445 | \$1,647,186 | \$1,672,186 |

Community Development Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|----------------------------------|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 1.00 | 79,728 | 1.00 | 79,728 | 1.00 | 79,728 |
| 30001758 | Equity and Human Rights Director | 112,195 | 160,618 | 1.00 | 149,556 | 1.00 | 155,684 | 1.00 | 155,684 |
| 30000453 | Management Analyst, Principal | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 1.00 | 91,484 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 5.00 | 377,514 | 5.00 | 383,223 | 5.00 | 383,223 |
| 30000465 | Program Manager | 69,285 | 92,498 | 1.00 | 78,624 | 1.00 | 81,852 | 1.00 | 81,852 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 1.00 | 59,446 | 0.00 | (5) | 0.00 | (5) |
| TOTAL FULL-TIME POSITIONS | | | | 11.00 | 945,696 | 10.00 | 902,322 | 10.00 | 902,322 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 11.00 | 945,696 | 10.00 | 902,322 | 10.00 | 902,322 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

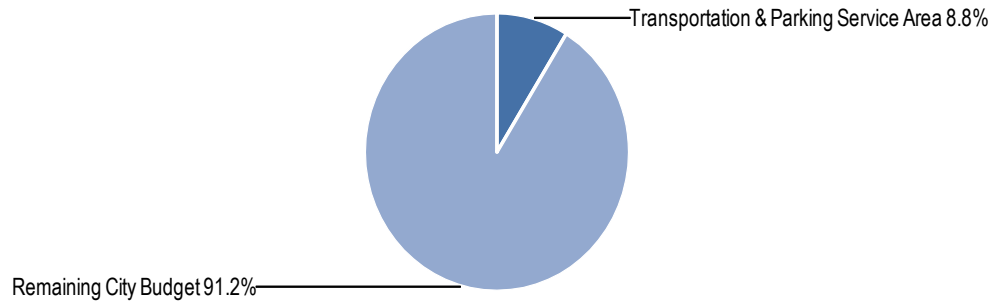
| Action | Amount | | | FTE | Decision |
|---|-----------------|---------------|------------------|---------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 1,692,817 | 0 | 1,692,817 | 11.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 20,000 | 0 | 20,000 | 0.00 | Materials & services budget for Black Male Achievement Program |
| | (90,866) | 0 | (90,866) | (1.00) | Transfer Compliance Officer/Community Liaison (COCL) and Community Oversight Advisory Board (COAB) support |
| | (30,000) | 0 | (30,000) | 0.00 | Materials & services reduction |
| | 0 | 235 | 235 | 0.00 | OMF interagency balancing |
| | 0 | 40,000 | 40,000 | 0.00 | Carryover - Fellowship for Racial Equity |
| | 0 | 15,000 | 15,000 | 0.00 | Carryover - Black Male Achievement Program |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 25,000 | 0 | 25,000 | 0.00 | Transfer EC&PC administration |
| | (75,866) | 55,235 | (20,631) | (1.00) | Total FY 2016-17 Decision Packages |
| | | | 1,672,186 | 10.00 | Total Adopted Budget |



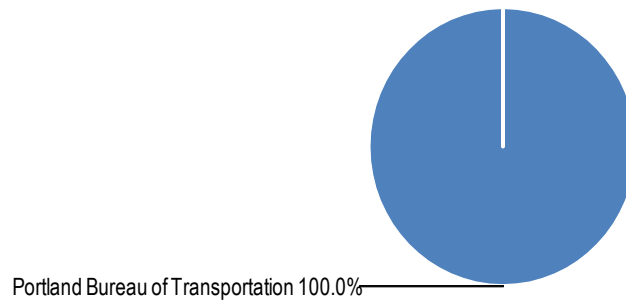
Transportation & Parking Service Area

- Portland Bureau of Transportation

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 269,223,990 | 284,898,102 | 15,674,112 | 5.82 |
| Capital | 62,596,950 | 91,142,849 | 28,545,899 | 45.60 |
| Total Requirements | 331,820,940 | 376,040,951 | 44,220,011 | 13.33 |
| Authorized Positions | 794.37 | 821.37 | 27.00 | 3.40 |

Service Area Highlights

Description

The Transportation & Parking service area includes programs that plan, build, manage, maintain, and facilitate an effective and safe transportation system and provide access and mobility throughout the city. The service area consists of one bureau, the Portland Bureau of Transportation (PBOT).

Major Themes

Bureau of Transportation

The bureau's total FY 2016-17 Adopted Budget is \$376.0 million. Of that amount, the Capital Improvement Plan for FY 2016-17 totals \$91.1 million.

PBOT's FY 2016-21 financial forecast is balanced and does not require reductions. Major changes from the prior five-year financial forecast include but are not limited to the following:

- ◆ A parking meter rate increase of 40 cents will increase revenues by \$17.5 million in the forecast. The parking occupancy rate has exceeded the 85% target, and this has resulted in a rate increase to encourage more frequent parking turnover.
- ◆ Gas tax projections for the State Highway Fund are relatively flat compared to the prior forecast. However, an Oregon Department of Transportation adjustment to debt service allocations to counties has reduced revenue projections by \$8.8 million when compared to the prior forecast.
- ◆ General Fund Overhead - an increased allocation of \$4.0 million over the forecast is included. The FY 2016-17 General Fund Overhead allocation is based on a weighted average that includes a true-up for any savings against the prior year's budget. This year's true-up was minimal and the allocation charge was greater as a result. The forecast was adjusted to reflect this increase.
- ◆ An additional \$3.1 million in ongoing General Transportation Revenues (GTR) is added over the five-year forecast to fund the 100-mile per year pavement maintenance goal. The additional funding supports a relatively more expensive preventative pavement treatment mix than earlier years of the program.
- ◆ \$1.1 million for Transportation System Plan (TSP) Capital Improvement programs: this funding supports the TSP citywide programs that may not be defined as significant or major but are still important.

With the passage of Measure 26-173 and the heavy-vehicle tax, the Portland Bureau of Transportation will receive an estimated \$74.0 million over four years to address critical transportation needs, including safer connections to schools and preventive roadway maintenance. Even with the new funding sources, additional investment is needed to prevent the further long-term deterioration of the City's transportation infrastructure. The local commitment that residents made with the passage of the new transportation funding measures will make it easier for the City to go to the state legislature in 2017 and seek additional statewide revenue.

With regards to fund reserves, the Portland Bureau of Transportation maintains a Transportation Reserve Fund (separate from the operating fund) but has been unable to dedicate the desired 10% level of discretionary revenues.

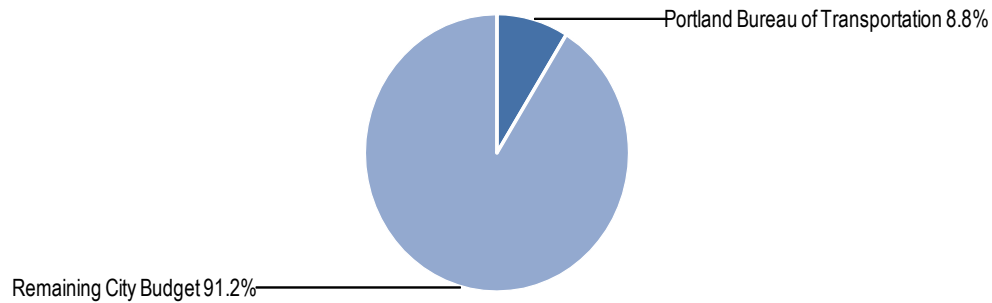
Portland Bureau of Transportation

Transportation & Parking Service Area

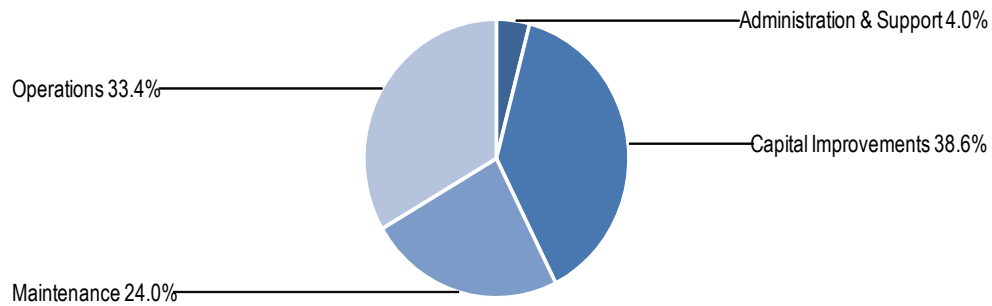
Steve Novick, Commissioner-in-Charge

Leah Treat, Director

Percent of City Budget



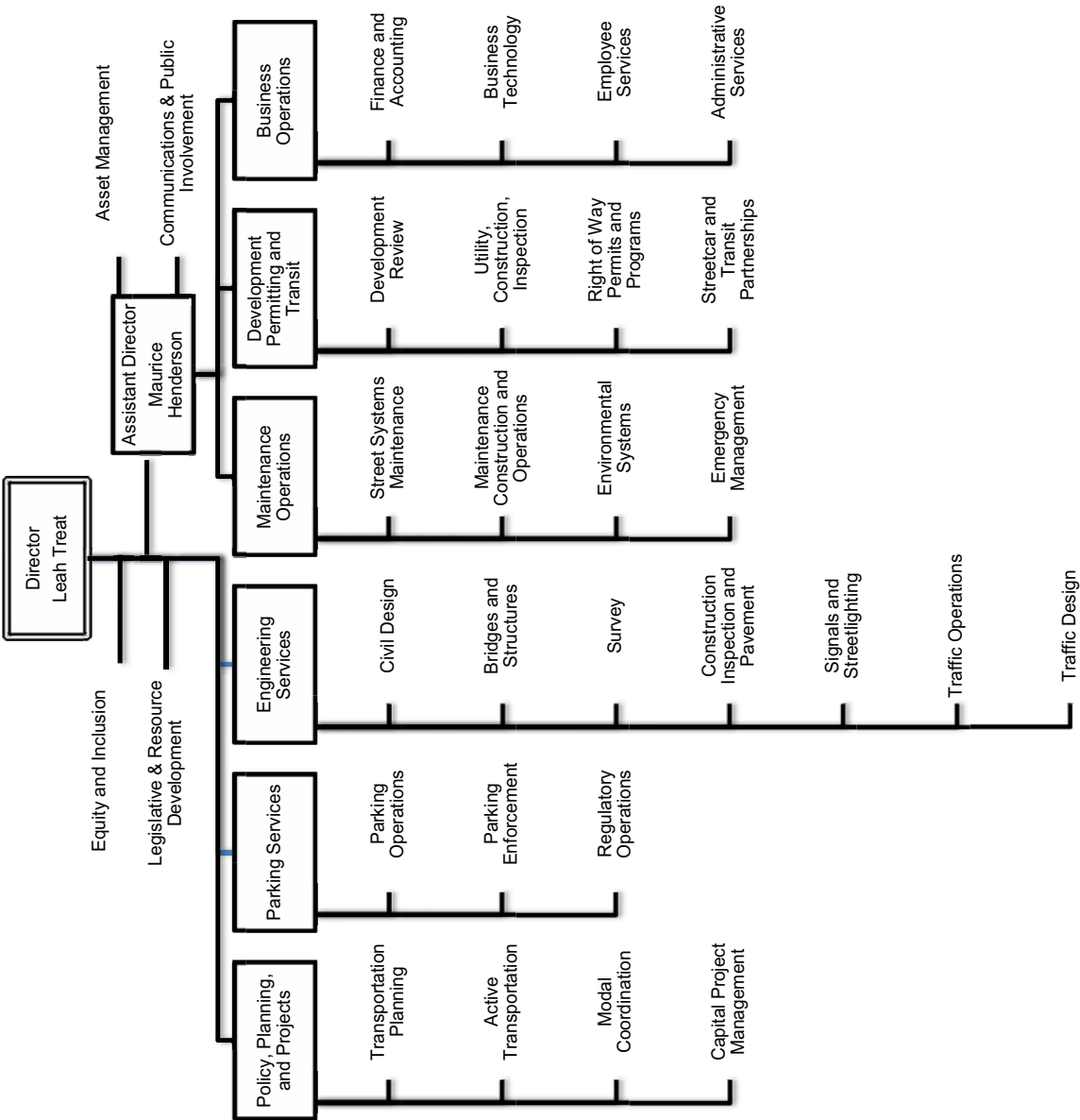
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 269,223,990 | 284,898,102 | 15,674,112 | 5.82 |
| Capital | 62,596,950 | 91,142,849 | 28,545,899 | 45.60 |
| Total Requirements | 331,820,940 | 376,040,951 | 44,220,011 | 13.33 |
| Authorized Positions | 794.37 | 821.37 | 27.00 | 3.40 |

Portland Bureau of Transportation



Bureau Summary

Bureau Mission

The Portland Bureau of Transportation is the steward of the City's transportation system and a community partner in shaping a livable city. We plan, build, manage and maintain an effective and safe transportation system that provides access and mobility.

Bureau Overview

Portland is a national leader in safe, effective, and sustainable transportation solutions. The transportation system is a nearly \$10 billion investment in assets that facilitate the movement of people, goods, and services within Portland. The Portland Bureau of Transportation (PBOT) employs approximately 800 people at the Portland Building and the 1900 Building in downtown, the maintenance facility in Lower Albina, the Streetcar office in Northwest Portland, and the Sunderland Recycling Facility in Northeast Portland.

The Portland Bureau of Transportation is organized into the following groups:

- ◆ Office of the Director
- ◆ Policy, Planning, and Projects
- ◆ Parking Services
- ◆ Engineering Services
- ◆ Maintenance Operations
- ◆ Development Permitting and Transit
- ◆ Business Services

The bureau's budget is organized around four budget programs: Administration and Support Services, Capital Improvements, Maintenance, and Operations. There is not a one-to-one correlation between groups and budget programs as some organizational units support more than one program area.

Strategic Direction

Goals and Objectives In 2014, the bureau developed Portland Progress, the two-year work plan that represents a staff and City-driven blueprint for how PBOT can together work to build a better Portland.

Portland Progress action items are informed first by the multiple long-range plans that guide all City agencies: the Portland Plan, the Comprehensive Plan, Climate Action Plan, and specifically to this bureau, the Transportation System Plan. Portland Progress was further developed through input and meetings with partner agencies, stakeholders, and employee focus groups. The plan contains 176 steps that are grouped into five themes serving the public. The sixth theme, Shoring Up the Foundation, focuses on the people of PBOT and improved internal operations.

Portland Bureau of Transportation

Transportation & Parking Service Area

The work plan's six major themes are:

- ◆ **Preserve What We Have Built And Operate It Well:** PBOT has identified the need to preserve investments with preventive maintenance and to plan and design new facilities with maintenance in mind.
- ◆ **Embrace Vision Zero:** This theme addresses the need to use street design, public education, and to work with partners in law enforcement and the State Legislature to create streets where everyone, from the youngest to the oldest and people of all physical abilities, can move safely.
- ◆ **Build A Future Where All Can Grow And Thrive:** Portland continues to expand and grow in population, employment, and visitors, so PBOT will need to plan and anticipate the challenges of growth by improving connectivity, moving freight more efficiently, and addressing inequities of the past that hinder the future.
- ◆ **Effectively Manage City Assets** Approximately one-fifth of the land area of Portland is held in public rights of way. This theme will address the need to make the most of the City's street space by prioritizing among competing uses, supporting the role of streets as community places and better managing parking.
- ◆ **Contribute To The Health And Vitality Of Our People And Our Planet:** Healthy and connected neighborhoods are a fundamental goal of the Portland Plan. This theme aims to improve community health and livability when PBOT creates safe active transportation options and recycle and compost in daily operations. PBOT intends to push forward in addressing and responding to climate change.
- ◆ **Shoring Up The Foundation:** PBOT's internal work plan is a proactive strategy to restore, reenergize and refocus both PBOT as an institution as well as the individuals it is comprised of. The bureau will have a renewed commitment to training, better communication within the agency, and more effective ways of communicating services provided.

Key Performance Measures

PBOT's FY 2016-17 Adopted Budget includes the following Key Performance Measures:

- ◆ Transportation assets are maintained, measured by percent of City-owned bridges in non-distressed condition (a combination of fair or better condition, non-structurally deficient and/or non-weight restricted). Given that PBOT's Portland Progress has adopted replacing one weight restricted bridge per year, by 2020, 85% of PBOT's bridges are targeted to be in a non-distressed condition.
- ◆ Portland Streetcar supports a growing Central City, providing reliable and efficient transit service, measured by increasing streetcar ridership. Annual ridership is projected to be 6,100,000 in 2020.
- ◆ Portland streets are safe for all users, regardless of how they travel measured as reducing total serious, incapacitating (i.e. broken bone or worse) traffic injuries and fatalities. The City's Vision Zero Task Force has a draft goal of eliminating fatal and serious injuries by 2025. The City's Recommended Draft 2035 Comprehensive Plan also has a goal of eliminating traffic related fatalities and serious injuries from Portland's transportation system.

- ◆ Portland creates livable neighborhoods, manages its growth, and limits its greenhouse gas emissions by expanding sustainable commuting, as measured by commuter trips made by walking, biking, transit, carpool or telecommute. Portland Progress, the Climate Action Plan and the Bike Plan for 2030 call for 70% of Portlanders to commute by walking, biking, transit, carpool or telecommute by 2030.
- ◆ Transportation assets are maintained, measured by percentage of local streets in fair or better condition. The target year is 2024 and the strategic target is 70% in fair or better condition and no more than 11% in very poor condition, as referenced in PBOT's Asset Status + Condition Report 2014.
- ◆ Transportation assets are maintained, measured by percentage of busy collector/arterial) streets in fair or better condition. The target year is 2024 and the strategic target is 80% in fair or better condition and no more than 2% in very poor condition, as referenced in PBOT's Asset Status + Condition Report 2014.

**Transportation
Funding**

In May 2016, Portland voters passed Measure 26-173 and the Portland City Council passed the heavy-vehicle tax. These two measures will allow the Portland Bureau of Transportation to invest an estimated \$74 million over four years in key projects to repair and enhance the safety of Portland's streets.

Summary of Budget Decisions**General Fund
Additions**

The FY 2016-17 Adopted Budget includes one-time General Fund-supported additions for the following programs.

Major Maintenance & Infrastructure Replacement Projects

Two projects were funded at a total cost of \$1.84 million:

- ◆ Traffic Signal Reconstruction (\$950,000)
- ◆ NE Sunderland Road Bridge Replacement (\$840,000)

Youth Bus Pass

The bureau was provided \$967,000 for the City's share of the Youth Bus Pass Program. This program provides free transit passes to Portland Public Schools (PPS) students during the school year. The cost of the program is shared by PPS, TriMet, and the City. About 12,600 PPS high school students take TriMet to get to class. The Youth Bus Pass Program is a key component of providing universal access to educational opportunity for Portland students and boosting graduation rates.

Safety Campaign (Vision Zero and Portland Progress)

The budget includes \$300,000 for low-cost safety improvements at high-crash locations to provide safer access for walking.

Portland Bureau of Transportation

Transportation & Parking Service Area

Street Plan Connectivity in Growing Centers

One-time resources totaling \$150,000 are allocated to develop circulation plans for two centers in East Portland and along 82nd Avenue. This project will focus on these underserved areas to create more equitable service levels where street connectivity is deficient.

Paving Preservation

The bureau was provided \$1,500,000 to maintain the City's streets.

SW Corridor Transit Plan

The budget includes \$300,000 of Special Appropriation funding for the third year of the City's participation in the Southwest Corridor Plan, a regional high-capacity transit project.

Other Funding Additions

The FY 2016-17 Adopted Budget includes additions supported by other funding.

Maintenance and Safety

Funds totaling \$13,250,000 are allocated for key projects to repair and enhance the safety of Portland's streets, funded by revenue from the ten cent fuel tax (Measure 26-173) and the heavy-vehicle use tax (Ordinance 187743).

Development Review

The budget includes \$116,300 to add a position funded by program revenues.

Utility Construction

A position funded by \$136,000 in program revenues is added for this program.

Regulatory Program

The bureau is adding three positions funded by \$300,000 in program revenues to respond to an increase workload related to Transportation Networking Companies.

Fixed Speed Safety Cameras (Photo Radar)

The budget includes a new position funded by \$100,000 in traffic fines.

Capital Program

A management position funded by \$140,000 in grant revenues is added.

Streetcar

The budget includes \$83,800 for adding a position funded by program revenues.

General Fund Reductions**Out of the Mud Program to Improve Gravel Streets**

The FY 2016-17 Adopted Budget includes a cut to ongoing General Fund support. \$750,000 was cut from the Out of the Mud Program that provides improvements for problem residential streets. Problem streets are those needing a stable paved surface plus paved streets needing shoulders or sidewalks to walk safely. This cut will impact lower income census tracts (Cully, Division-Midway, Woodstock) with higher levels of minority residents, and traditionally underserved neighborhoods in East Portland and Southwest Portland which have the highest level of unimproved streets.

Realignment Packages

The FY 2016-17 Adopted Budget includes realignment packages to convert limited term positions to permanent positions and add new positions within current appropriations levels.

Capital Summary

Investing in Portland's transportation system is critical to keeping people and goods moving and the City remaining economically competitive. The work to update the twentieth-century system to the international standards required of a twenty-first century city is expensive and complex.

The Capital Improvement Program (CIP) is a five-year spending plan to modernize Portland's transportation system through strategic construction projects. It is updated annually as part of the overall budget process. At the core, the CIP is a list of projects, estimated costs and revenue sources. The five-year FY 2016-17 to 2020-21 Adopted CIP (excluding decision packages) includes 59 projects at a total cost of \$185 million.

CIP Highlights

Some of the improvements laid out in the CIP will provide new facilities, such as sidewalks and other crossing improvements in East Portland through East Portland Access to Transit and East Portland Access to Employment. Some projects and programs will re-build and improve obsolete infrastructure for continued, safe use, such as traffic signal replacements citywide and pavement restoration. Other improvement projects support economic development by improving freight movement, such as at NE Columbia and MLK Jr. Blvd. The 20s Bikeway project will leverage existing roadways with new crossing infrastructure to create a nine mile family friendly bikeway. Additionally, PBOT is a funding partner on regional projects designed to expand public transit with Portland-Milwaukie Light Rail and to replace the Sellwood Bridge.

The five-year FY 2016-17 to 2020-21 Adopted CIP strives to achieve the goals of City Council and to provide a diversity of transportation modes and alternatives for citizens. Funding from grants, contracts, developer fees and other external sources will provide the majority of funding, approximately 92% in FY 2016-17. PBOT's discretionary General Transportation Revenue(GTR) funding makes up the remaining 8%.

Major Issues

PBOT's CIP has been developed to align with existing resources and honor funding commitments on key regional projects. The bureau will likely continue to operate in a fiscally-constrained environment due to higher-than-projected expenditures and lower-than-projected revenues, as well as bond repayment and debt service costs.

Portland Bureau of Transportation

Transportation & Parking Service Area

Federal and state grant dollars have been in decline. While reauthorization of the Surface Transportation Act in December 2015 provides new opportunities to fund certain types of large projects through competitive grants, the amount of federal funds available for general transportation projects remained at roughly the same level of previous years and is primarily allocated to statewide funding streams.

Over-reliance on grant dollars has created the perception of inequitable service distribution. Unlike discretionary GTR funding, grant dollars cannot be re-allocated to a different need or project location that may be a higher priority for PBOT, including performing maintenance activities.

GTR projections continue to remain relatively flat, and PBOT estimates on average \$9 million annually will be committed to Portland-Milwaukie Light Rail and new Sellwood Bridge debt service payment over the life of the debt.

The declining discretionary GTR has also reduced PBOT's ability to build smaller pedestrian and bike improvements and safety projects (active transportation improvements). It is probable that in the out years the majority of the available discretionary funding will be needed to match grant funds.

Changes from Prior Year

The five-year FY 2016-17 to 2020-21 Adopted CIP includes 18 new projects. These projects are wide-ranging, from sidewalk, pedestrian, and bike safety improvements to structural and paving rehabilitation and preservation projects that support business development, employment opportunities, and access. This year's CIP also includes General Fund-supported major maintenance and safety projects including SW Oak Street, East and West Burnside and 122nd Avenue projects. Additionally, this CIP includes new safety funding through the federal All Roads Transportation Safety program, which allocates funds for safety projects according to the highest need.

Council Goals and Priorities

The Portland Plan was adopted by Council in April 2012 and includes strategies for developing a prosperous, educated, healthy and equitable city over the next 25 years. PBOT has implementation responsibilities as outlined in the five-year action plan. In the past few years, Council has increased its commitment to improving equity and climate outcomes. In addition, the 2015 update of the Comp Plan/ TSP used principles and goals from the Portland Plan related to equity to develop project selection criteria for TSP projects, which will be implemented throughout PBOT for project selection.

The Climate Action Plan was updated in 2014. The CIP includes projects that enable Portlanders to reduce their CO2 emissions through reducing automobile and freight congestion, and improving street connectivity and greater access to pedestrian and bicycle facilities. The CIP also includes investments in traditionally underinvested areas providing safer and more complete streets and broader mobility options. Climate Action Plan principles and goals will be used for TSP project selection.

The East Portland Action Plan is being implemented through capital projects and programs such as Safe Routes to School.

In regards to street plans, a number have been adopted and are being implemented through capital projects and programs.

Ongoing and dedicated funding is important to implement these plans. Insufficient funding and clear direction on priorities can be a constraint to fulfill these goals and plans.

Criteria

Most of the programs and projects within the FY 2016-17 Adopted CIP continue existing projects or bring projects to completion. Most new projects added to the CIP bring committed sources of grant funding including the most recent round of Regional Flexible Funds applied for in 2012.

The PBOT CIP includes sidewalks and greenways for safer and better access for walking, biking, and public transit, street improvements for main streets, local streets and freight routes, as well as regional transit projects. The goal is to provide transportation choices for residents, employees, visitors, and firms doing business in Portland, while making it more convenient to walk, bicycle, take transit, therefore avoiding the need to drive to meet daily needs.

Capital Planning and Budgeting**Capital Planning Process**

Transportation capital project requests come from a variety of sources. The bureau receives requests for capital improvements from neighborhoods, businesses and individuals, and partner agencies. Projects are identified and developed through neighborhood plans and studies adopted by City Council, such as the East Portland In Motion Implementation Strategy. The bureau works with other public agencies and private organizations to develop projects that have shared transportation goals. All of these projects are compiled into the Transportation System Plan (TSP). Additionally, capital maintenance projects arise from PBOT's Asset Management programs, which derive spending priorities among asset classes based on a variety of criteria including the risk of failure and safety needs.

City Comprehensive Plan

The FY 2016-17 Adopted CIP for capital programs and projects are consistent with the priorities identified in the TSP, a 20-year planning document mandated by the State Transportation Planning Rule. The TSP meets State and regional planning requirements and addresses local transportation goals for cost-effective street, transit, freight, bicycle, and pedestrian improvements. The Transportation Element of the TSP is a part of the City's Comprehensive Plan.

PBOT has been a strong partner over the last few years in updating the City's Comprehensive Plan and components of the TSP. The PSC Recommended Draft of the Comp Plan is under review at City Council and should be adopted by late spring 2016. Safety, equity, cost effectiveness, prosperity are just a few of the goals that PBOT will implement in the next budget cycle. Our work with Vision Zero, protected bike lanes, and freight mobility all address these goals. Parking is another area that the comp plan gives direction that PBOT will assist with implementing through various codes and operating procedures.

The Comp Plan also recognizes different uses of the right-of-way (ROW), which a number of PBOT projects and programs support. The TSP identifies major improvements and includes a list of almost 300 projects addressing capital improvements for all modes of transportation. This is consistent with Metro's 2040 Growth Concept, the long term vision for the region, and the Centers and Corridors of the Proposed Comp Plan. The TSP is the primary document for guiding transportation CIP investments and transportation policy.

For these projects, the TSP also contains a set of ten Citywide programs:

- ◆ Pedestrian Network Completion
- ◆ Bikeway Network Completion
- ◆ Neighborhood Greenways
- ◆ High Crash Corridors
- ◆ Safe Routes to School
- ◆ Transit Priority
- ◆ Freight Priority
- ◆ Transportation System Management
- ◆ Transportation & Parking Demand Management
- ◆ Alternative Street Design Program

Financial Forecast Overview

The FY 2016-17 to 2020-21 Adopted CIP is supported by several funding sources, including bond proceeds, federal, state and local grants, and regional partnership agreements. The CIP is also supported by the State Highway Fund (motor fuels tax, vehicle titling and registration fees, and weight-mile tax imposed on trucks) and parking revenues, which together represent General Transportation Revenues (GTR).

GTR is PBOT's primary discretionary funding source. Over the years, the ongoing GTR in the CIP program has been reduced significantly from \$9.4 million per year in FY 2011-12 to \$2.5 million. In FY 2016-17, ongoing GTR in the CIP was increased to \$2.7 million. The reduction in discretionary funding has significantly reduced PBOT's ability to fund road rehabilitation projects as well as safety projects such as sidewalks improvements, pedestrian safety improvements, bicycle projects, and signals and streetlight reconstruction. The remaining GTR in the CIP is used primarily to match federal and state grants and fund local capital maintenance projects.

The primary funding source for the PBOT CIP is federal and state grants. However, federal and state agencies are facing funding challenges. The State Highway Trust Fund faces declining income from the Gas Tax and debt service payments for the Oregon Transportation Investment Act. In December 2015 Congress reauthorized the Surface Transportation Act. While the new federal program provides new opportunities to fund certain types of large projects through competitive grants, the amount of federal funds available for general transportation projects remained at roughly the same level as previous acts.

As federal and state grant opportunities arise, PBOT staff review the grant criteria with partnering bureaus and consider potentially eligible projects from the TSP, modal plans, and other implementation plans or strategies adopted by Council. These potential projects are reviewed with bicycle, pedestrian, and freight advisory committees; senior management; and the larger community when warranted. Final selection of the projects for application is also contingent upon identifying local matching funds.

Asset Management and Replacement Plan

Asset Management is a system used to determine the proper repairs at the proper time for infrastructure. Certain assets have reserve funds that are used for major maintenance and capital replacement. Other infrastructure does not have reserve funds, but prioritization and strategic maintenance are applied to maximize the life of the asset. Condition monitoring is conducted on a number of assets. Knowing the condition of an asset allows the bureau to apply the right fix at the right time and to appropriately plan maintenance and operations dollar needs.

Public Facilities Plan Overview

The TSP serves as the Public Facilities Plan for transportation, providing a framework for urban public facilities and services within Portland's Urban Services Boundary. The TSP is being updated as part of the Comp Plan process and a TSP updated process. New goals and policies should be adopted in late spring 2016, with additional changes to objectives and other sections in fall 2016.

Capital Programs and Projects**Capital Program Descriptions**

The PBOT CIP is organized and guided by the following five goals:

- ◆ Improve transportation safety
- ◆ Maintain transportation assets
- ◆ Enhance public health and community livability
- ◆ Support economic vitality
- ◆ Operate efficiently and effectively

The FY 2016-17 Adopted CIP projects are described in detail in the Capital Improvement Plan Summaries in volume two of this budget document.

New Projects

There are 18 new projects in the FY 2016-17 Adopted CIP. These are:

- ◆ Oak St. Naito-10th Ave, SW
- ◆ Cook at Vancouver LID, N
- ◆ Bancroft - Hood - Macadam / Moody Ave., SW
- ◆ Willamette Blvd Semi-Viaduct @ MP 2.3, N
- ◆ Broadway Dr Wall E of House #980, SW
- ◆ 10th and Yamhill Parking Garage
- ◆ 86th Ct. & Steele St LID, SE
- ◆ Dolph Ct & Spring Garden St. LID, SW
- ◆ Burnside St: 16th-Cesar Chavez, E
- ◆ 122nd Ave: I-84 Ramp-Skidmore, NE
- ◆ 20th Ave: Raleigh-Upshur LID, NW
- ◆ 122nd Safety Improvements, SE/NE
- ◆ Glisan St at 90th Ave, NE
- ◆ Taylor's Ferry Rd. Rockslide Abatement, SW
- ◆ Burnside St: 8th-24th, W
- ◆ 47th Ave: Columbia-Cornfoot, NE
- ◆ Gravel Street Program
- ◆ Street Repair & Safety Improvement Program

Portland Bureau of Transportation

Transportation & Parking Service Area

Most of these projects are one-time General Fund allocation carryovers from FY 2015-16.

Major transportation projects can span multiple fiscal years as the projects move from concept through development, design, and construction phases. In 2015, PBOT completed several major projects:

- ◆ 136th Ave - Division, SE - new sidewalks and pedestrian crossings.
- ◆ Rapid Flash Beacons Project - enhanced pedestrian crossings in East Portland.
- ◆ Burnside & Pearl District Xing Improvement, W - traffic signals and improved pedestrian crossing.
- ◆ Ramona & Holgate: 122nd - 136th, SE - new sidewalks and pedestrian crossing providing access to an elementary school.

Funding Sources

The PBOT CIP has a variety of funding sources outlined below:

Grants and Contracts

This category includes State and Federal grants as well as contracts with other local jurisdictions, such as the Portland Development Commission (PDC), Port of Portland, and TriMet. The Regional Flexible Funds, formerly known as the Metro Transportation Improvement Program, is the regional process for identifying which transportation projects and programs will receive federal funds. Funds are allocated to municipalities based on criteria established by the Joint Policy Advisory Committee on Transportation and the Metro Council. PDC, through tax-increment financing, has been a partner in developing transportation-related projects in PBOT's CIP. Projects supported in part by PDC funds include construction of SW Bond: Gibbs to River Parkway in South Waterfront and NE Halsey/Weidler streetscape improvements in the Gateway district.

Interagency Funding

These projects are funded by the City's General Fund and other City bureaus.

Local Improvement Districts (LID)

Property owners can join together to form an LID as a means of sharing costs to build needed transportation infrastructure. LIDs make local street improvements possible that promote public safety and community livability, as well as enhance property values.

LID projects often rely on public subsidies to make the project affordable for the benefiting property owners. However, there is no funding available to subsidize new LIDs. Without a new funding source, the LID program for local streets will likely be very limited to commercial or developer-requested LIDs. LID funding for FY 2016-17 is \$3.7 million, and \$8.8 million total over the next five years.

System Development Charges (SDC)

Developers pay fees to defray the cost of system improvements required for growth associated with new development. SDC funds are collected annually and accounted separately from other bureau program revenues. The funds are allocated to the CIP budget as qualifying projects are initiated.

The SDC program was adopted by City Council in 1997 and renewed in 2007. Strict criteria govern the projects that may use SDC funds. About \$18 million of SDC funds will be spent on projects in this five-year CIP. SDC funds in particular are used as seed and match dollars to obtain much larger amounts in the form of grants, particularly from State and Federal sources. PBOT keeps abreast of Federal, State, and local grant funding opportunities that can fund PBOT's capital funding objectives. PBOT has also used SDCs to partner with the Parks Bureau and BES to fund the NE 47th Ave project.

General Transportation Revenue (GTR)

GTR is comprised of two sources: State Highway Fund (comprised of motor fuels tax, vehicle titling and registration fees, and weight-mile tax imposed on trucks) and the City's parking revenues. State Highway Trust Fund monies are constitutionally restricted for use on "construction of roads, streets, and roadside rest areas." The majority of GTR in the CIP is expected to be committed to match Federal, State and other grants and contracts in the near future.

The FY 2016-17 Adopted CIP has \$3.3 million of discretionary GTR funding, including \$600,000 carryover from FY 2015-16 to complete construction of current projects. The remaining \$2.7 million is used for capital maintenance projects such as signals and street lighting replacements, and to leverage state and federal grants.

General Fund Support

The FY 2016-17 Adopted CIP includes nearly \$4 million in one-time General Fund support for transportation projects. This includes Major Maintenance and Infrastructure Replacement, Safety (Vision Zero), and Paving Preservation projects.

Other Local Funding

Other local funds such as permit fees, bond revenues, and miscellaneous service charges and fees comprise about \$42 million of the five-year CIP. This includes the remaining match payment for the Sellwood bridge project and the LED Lighting Efficiency project.

The Portland Development Commission (PDC), through tax-increment financing, has been a major partner in developing and funding transportation-related projects in PBOT's CIP. PDC funding is difficult to predict beyond the specific commitments already made to PBOT. As a result, PDC funding in the forecast appears to be reduced significantly after FY 2016-17. PBOT is working with the PDC to improve forecasts of PDC funding for future projects.

Major Projects

The following are some of the major projects in PBOT's FY 2016-17 CIP.

Foster Rd: Powell Blvd - 90th Ave, SE

SE Foster Road has experienced numerous problems, including safety ones, since the completion of the Foster Road Transportation and Streetscape Plan in 2003 and is identified as a high crash corridor. The SE Foster Road Safety and Sidewalk Enhancement Project will introduce bicycle lanes along Foster Road while preserving space for a potential future streetcar, widened sidewalks in Lents, street

Portland Bureau of Transportation

Transportation & Parking Service Area

trees and ADA curb ramps, curb extensions, crossing improvements at targeted locations, and street trees and street lighting throughout the corridor. Funding for this project comes from Regional Flexible Funds and Urban Renewal Funds from the Portland Development Commission. Design began in 2015, with construction scheduled for 2017. The project is estimated to cost \$5.6 million.

East Portland Access Transit

Estimated to cost \$4.4 million, this project combines pedestrian improvements on outer SE Division to assist with accessing transit with bikeway crossing improvements on the 130's Neighborhood Greenway. Project elements include sidewalk infill and crossing improvements on the route of the 130's Neighborhood Greenway. The overall goal of the project is to make accessing transit stops in east Portland safer and easier for both pedestrians and cyclists. The project is funded through federal and state grants and is matched by PBOT sidewalk infill and neighborhood greenways funding. Construction began in the spring of 2016.

Bond: Gibbs-River Pkwy, SW

This project will design and construct an extension of Bond St. from SW Gibbs to River Parkway. Estimated to cost \$9.7 million, the project is funded by System Development Charges and the Portland Development Commission. Construction began in Spring of 2016.

122nd Safety Improvements, SE/NE

This projects constructs safety improvement in conjunction with improved Tri-Met services, including sidewalk improvements on SE Holgate and pedestrian crossing improvements on SE and NE 122nd Ave. This project is funded by \$4.7 million in one-time General Fund resources.

Street Repair & Safety Improvement Program

Voters in Portland approved a temporary Street Repair and Safety Program in May of 2016 to finance street repair and safety improvements. The program will provide for pavement repair, signal modernization, more crosswalks and safety beacons, better and safer access to school, and transit and community services for Portland's kids, senior and families. The program is funded by a temporary 10% gas tax approved by the voters and a heavy vehicle use fee passed by Council ordinance. Estimated program funding is \$74 million.

Net Operating and Maintenance Costs

Some capital improvements in the FY 2016-17 Adopted CIP, particularly the preservation and rehabilitation programs, reduce long-term maintenance liabilities, as the assets being developed replace old, high-maintenance assets that will no longer require maintenance for several years. Other investments expand the system in response to the demands of growth. As the system expands, operating costs increase, further intensifying fiscal pressures on discretionary revenue. Existing resources are not adequate to maintain and operate the system in a sustainable manner. Capital maintenance backlogs grow annually under current funding levels.

Administration & Support

| | |
|---|---|
| Description | <p>The Administration & Support Program is primarily supported by the Office of the Director and the Business Services Group.</p> <p>Office of the Director</p> <p>The Office of the Director provides leadership as well as overall policy, communications, and administrative services for the Bureau of Transportation. The Office of the Director also helps operating programs integrate new technologies and leading-edge methods into their business practices to maximize efficiency. PBOT carefully manages revenues and expenditures to ensure that citizens obtain the maximum benefit from every dollar invested in the City's transportation system. The Office of the Director includes the following programs: Director and Assistant Director, Communications and Public Involvement, Legislative and Resource Development, Equity and Inclusion, Asset Management, and Central Interagency Services.</p> <p>Business Services Group</p> <p>The Business Services Group provides administrative, employee, finance, accounting, procurement, contracting, safety, training and business technology services for PBOT. The group includes the following programs: Administrative Services, Employee Services, Finance and Accounting, and Business Technology.</p> |
| Goals | <p>Expected accomplishments for the Office of the Director and the Business Services Group for FY 2016-17 include:</p> <ul style="list-style-type: none"> ◆ Provide leadership for the City's transportation system ◆ Provide communications, outreach, resource development, and equity support services for transportation programs and projects ◆ Provide financial management for transportation services ◆ Provide asset management for transportation infrastructure ◆ Provide support services for transportation staff ◆ Implement action items from Portland Progress, PBOT's two-year work plan |
| Performance | <p>The group has two performance measures which are expected to remain consistent with the FY 2015-16 values. The average span of control (or employee to supervisor ratio) is expected to continue to be 8.6 to 1 in FY 2016-17, while the percentage of administrative costs within the bureau's budget will likely stay at about 6%.</p> |
| Changes to Services and Activities | <p>PBOT programs have been re-organized in recent years to improve service delivery. Support services are now part of the Administration & Support program.</p> <p>The FY 2016-17 Adopted Budget includes some realignments to convert limited term positions to permanent positions and add new positions within current appropriation levels.</p> |

Portland Bureau of Transportation

Transportation & Parking Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 52.75 | 67.17 | 71.50 | 86.70 | 87.70 |
| Expenditures | | | | | |
| Administration & Support | 86,122 | (42,857) | 0 | 0 | 0 |
| Business Services | (5,569,325) | (5,075,771) | 3,127,232 | 3,944,017 | 4,049,329 |
| Field Support | 5,639,777 | 7,667,328 | 2,638,759 | 3,374,885 | 3,374,885 |
| Support Services | 7,308,111 | 7,627,033 | 3,575,343 | 2,560,249 | 2,625,091 |
| Total Expenditures | 7,464,685 | 10,175,733 | 9,341,334 | 9,879,151 | 10,049,305 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Efficiency | | | | | |
| Average span of control - (employee to supervisor ratio) | 8.90 | 8.80 | 8.60 | 8.60 | 8.60 |
| Percentage of administrative costs within Portland Bureau of Transportation budget | 5% | 5% | 6% | 6% | 6% |

Capital Improvements

| | |
|---|---|
| Description | The Capital Improvements Program is primarily supported by the Policy, Planning and Projects Group and the Engineering and Technical Services Group. The work of these groups is detailed in the Capital Budget section of this Requested Budget document. |
| Goals | The Capital Improvement Program categories are based on the following goals: improve transportation safety, maintain transportation assets, enhance public health and community livability, support economic vitality, and operate efficiently and effectively |
| Performance | Last year, one of PBOT's performance measures was the number of lane miles of major rehabilitation paving on existing streets, which the bureau had designated as one of its Key Performance Measures. For FY 2016-17, the bureau decided to replace that measure, which only quantified workload and was concerned with only one aspect of the bureau's paving efforts, with two focused on street condition: the percentage of collector / arterial streets in fair or better condition and the percentage of local streets in fair or better condition. These two measures are reported in the Maintenance program section on the following pages. |
| Changes to Services and Activities | The FY 2016-17 Adopted Budget includes some realignments to convert limited term positions to permanent positions and add new positions within current appropriation levels. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 95.00 | 80.00 | 76.00 | 74.27 | 81.27 |
| Expenditures | | | | | |
| Asset Management | 3,073,298 | 3,520,879 | 10,300,657 | 19,058,909 | 17,592,371 |
| Capital Improvements | (222,709) | 52,301 | 0 | 0 | 0 |
| Centers and Main Streets | 10,916,623 | 10,023,064 | 0 | 0 | 0 |
| CIP Support - Engineering Services | 8,253,712 | 6,075,460 | 4,148,200 | 4,689,596 | 4,689,596 |
| Economic Vitality | 1,517,371 | 175,544 | 9,853,288 | 20,143,039 | 20,143,039 |
| Freight and Industrial Areas | 456,094 | 1,463,472 | 0 | 0 | 0 |
| Health & Livability | 2,648,635 | 6,193,472 | 12,303,559 | 13,046,732 | 13,296,732 |
| Local Street Development | 476,317 | 302,300 | 0 | 0 | 0 |
| Neighborhood Livability | 10,182,775 | 6,766,000 | 0 | 0 | 0 |
| Preservation and Rehabilitation | 53,020,761 | 27,333,172 | 100,000 | 0 | 0 |
| Safety | 2,726,812 | 3,781,825 | 30,141,691 | 37,816,019 | 40,110,707 |
| Safety and Congestion Management | 12,593 | 8,477 | 0 | 0 | 0 |
| Special Projects | 380,989 | 114,098 | 0 | 0 | 0 |
| Total Expenditures | 93,443,271 | 65,810,064 | 66,847,395 | 94,754,295 | 95,832,445 |

Maintenance

Description

The Maintenance Program is primarily supported by the Maintenance Operations Group, which is charged with the responsibility of preserving the public investment of billions of dollars in transportation facilities and sewer infrastructure by inspecting, cleaning, maintaining, and repairing all transportation and sewer related infrastructure within the City of Portland. The infrastructure consists of paved streets, sewers, sidewalks, bridges, curbs, street corners, retaining walls, guardrails, stairways, traffic signals, traffic control devices, street lights, street signs, and pavement markings. Traffic signals and street lights are maintained by the Engineering Services Group, and parking paystations and meters are maintained by the Parking and Regulatory Services Group. In addition, the Maintenance Operations Group performs around-the-clock response to emergencies such as storms, floods, and other incidents that inhibit safe transportation.

The Maintenance Operations Group is organized into four programs: Street Systems, Maintenance Construction and Operations, Environmental Systems, and Emergency Management.

Goals

Expected accomplishments for the Maintenance Operations Group in FY 2016-17 include:

- ◆ Maintain transportation infrastructure assets, including approximately 1,900 lane miles of improved arterial and collector streets, 3,000 lane miles of improved local streets, 330 centerline miles of bikeways, and 1,700 traffic calming devices, 9 million square yards of sidewalks, 3,300 centerline miles of curbs, and 38,000 corners, and 160 bridges
- ◆ Maintain the City's sewer system, valued at approximately \$1.5 billion
- ◆ Clean arterial streets approximately six to eight times per year, clean local streets approximately one to two times per year, remove approximately 13,000 cubic yards of leaves as part of the Leaf Day program
- ◆ Respond to snow, ice, and other weather events and safety hazards
- ◆ Implement action items from Portland Progress

Performance

The maintenance of transportation assets are evaluated by the following Key Performance Measures:

- ◆ Percent of City-owned bridges in non-distressed condition (a combination of fair or better condition, non-structurally deficient and/or non-weight restricted) - given that PBOT's Portland Progress plan has adopted replacing one weight restricted bridge per year, 85% of PBOT's bridges are targeted to be in a non-distressed condition by 2020.
- ◆ Percentage of local streets in fair or better condition - the strategic target is 70% in fair or better condition and no more than 11% in very poor condition, as referenced in PBOT's 2014 Asset Status + Condition Report, by 2024.
- ◆ Percentage of busy (collector or arterial) streets in fair or better condition - the strategic target is 80% in fair or better condition and no more than 2% in very poor condition, as referenced in PBOT's 2014 Asset Status + Condition Report, by 2024.

Portland Bureau of Transportation

Transportation & Parking Service Area

Changes to Services and Activities

PBOT programs have been re-organized in recent years to improve service delivery. The Stormwater program is now part of the Environmental System Maintenance program.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|----------------------------|------------------------------|
| FTE | 330.60 | 330.60 | 346.37 | 336.12 | 342.12 |
| Expenditures | | | | | |
| Electrical Maintenance | 3,080,707 | 3,773,884 | 4,848,500 | 4,934,500 | 4,934,500 |
| Environmental System Maintenance | 17,517,843 | 19,028,691 | 21,582,766 | 24,323,740 | 24,323,740 |
| Indirect Services | 5,466,555 | 5,401,912 | 1,553,677 | 1,487,277 | 1,487,277 |
| Maintenance | (107,433) | (112) | 398,623 | 0 | 0 |
| Mall Maintenance | 781,555 | 1,704,501 | 1,135,078 | 761,837 | 761,837 |
| Sidewalk Preservation | 3,044,286 | 3,417,340 | 4,869,212 | 4,470,602 | 4,470,602 |
| Stormwater Maintenance | 1,324,019 | 860,415 | 2,263,628 | 0 | 0 |
| Street Preservation | 12,444,773 | 13,746,853 | 15,932,165 | 15,039,625 | 17,639,625 |
| Structures | 1,397,003 | 1,713,293 | 1,986,582 | 2,036,266 | 2,036,266 |
| Traffic Maintenance | 2,740,286 | 2,480,805 | 3,461,070 | 4,004,531 | 4,004,531 |
| Total Expenditures | 47,689,594 | 52,127,582 | 58,031,301 | 57,058,378 | 59,658,378 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of PBOT-owned bridges in non-distressed condition | 84% | 84% | 85% | 85% | 86% |
| Percentage of "busy" (collector/arterial) streets in fair or better condition | 51% | 55% | 57% | 57% | 57% |
| Percentage of local streets in fair or better condition | 44% | 43% | 41% | 41% | 41% |

Operations

Description

The Operations program is supported by the Policy, Planning, and Projects Group, the Parking Services Group, the Development Permitting and Transit Group, and the Engineering Services Group.

The Policy Planning and Projects Group takes transportation ideas from long-range planning and policy realms, through project development, all the way to construction of large capital projects and smaller programmatic investments, and supports the effectiveness of investments through education and encouragement programs.

The Parking Services Group is responsible for managing on-street parking, off-street parking of the City's Smartpark garages and surface lots, and providing regulation of private-for-hire vehicles and towing. This group has pioneered parking and regulatory services to improve parking and access.

The Development Permitting and Transit Group facilitates public and private development opportunities which lead to job creation, housing construction, and enhanced neighborhood livability. This group regulates the use of the right-of-way, including development review, utility permitting, right-of-way permitting, and right-of-way acquisitions. This group also oversees operation and maintenance of the Portland Streetcar and Portland Aerial Tram.

The Engineering Services Group provides technical support for transportation projects that enhance neighborhood access and livability, preserve and rehabilitate facilities, and support land use through improvements to the city street and structures system. Engineering and Technical Services provides technical support for capital projects, including structural and civil engineering, and construction inspection and survey services. This program also manages the City's Signal and Streetlighting systems.

Goals

The Policy Planning and Projects Group works to: plan, design, or build approximately 50 capital projects; complete a Vision Zero Plan and begin implementation actions; provide Safe Routes to Schools Program for approximately 100 schools, reaching 36,000 students; provide SmartTrips Program reaching approximately 40,000 people; hold five Sunday Parkways events, including approximately 110,000 participants; launch a Bikeshare system with 1,000 bicycles; complete the 2035 Transportation System Plan update, the Central City 2035 Plan, the Citywide Parking Strategy, Connected Centers Plans; Growing Transit Communities and Enhanced Corridors Plans; Freight Parking and Loading Plan; Overdimensional Routes Plan; and Implement action items from Portland Progress, PBOT's two-year work plan.

The Parking Services Group works to: manage parking in the right of way, including approximately 1,750 parking paystations and 200 parking meters supporting 12 million transactions annually; issue approximately 30,000 Parking Permits; enforce parking regulations city-wide, responding to approximately 23,000 requests for parking enforcement and 19,000 complaints about abandoned vehicles; manage six City-owned parking garages, with 2 million transactions annually; regulate private-for-hire vehicles, issuing permits for approximately 1,200 private-for-hire vehicles and 1,500 drivers who provide for over 3 million rides annually; and implement action items from Portland Progress, PBOT's two-year work plan.

The Development Permitting and Transit Group works to: manage the use of the City's right-of-way, operate and maintain the Portland Streetcar, supporting approximately 4.8 million trips per year; operate the Portland Aerial Tram, supporting approximately 1.25 million trips per year; and implement action items from Portland Progress, PBOT's two-year work plan.

The Engineering Services Group works to: provide construction, inspections, and survey services for approximately 100 capital and permit projects; maintain the City's bridges and structures including approximately 160 bridges, 600 retaining walls, 200 stairways, 30 centerline miles of guardrails, and 5,000 feet of harbor wall; operate and maintain approximately 900 traffic signals, 300 traffic control devices, and 55,000 streetlights; process approximately 1,000 requests for traffic safety investigations and traffic control changes; and implement action items from Portland Progress, PBOT's two-year work plan.

Performance

The program's performance can be evaluated by its Key Performance Measures.

- ◆ The Portland Streetcar system supports a growing Central City, providing reliable and efficient transit service as measured by increasing streetcar ridership. Annual ridership is projected to be 6,100,000 in 2020.
- ◆ Portland's streets are safe for all users, regardless of how they travel, measured by the number of serious, incapacitating (i.e. broken bone or worse) traffic injuries and fatalities. The City's Vision Zero Task Force has a draft goal of eliminating fatal and serious injuries by 2025. The City's Recommended Draft 2035 Comprehensive Plan also has a goal of eliminating traffic-related fatalities and serious injuries from Portland's transportation system.
- ◆ Portland creates livable neighborhoods, manages its growth, and limits its greenhouse gas emissions by expanding sustainable commuting, as measured by the percent of commuter trips made by walking, biking, transit, carpool, or telecommuting. Portland Progress, the Climate Action Plan, and the Bike Plan for 2030 call for 70% of Portlanders to commute by such means by 2030.

Changes to Services and Activities

The FY 2016-17 Adopted Budget includes a new program. The Bike Share program is scheduled to begin operations in Summer 2016. Bike share is a public bicycle rental system for short trips. Bike share will complement the transit and streetcar systems by providing a flexible transportation option. The program is funded by sponsorships and fee revenue.

PBOT programs have been re-organized in recent years to improve service delivery:

- ◆ Parking Enforcement and Parking Operations are shown together in the Parking Program;
- ◆ Regulatory Operations was transferred from the Revenue Bureau to PBOT;
- ◆ Transportation Options programs were transferred to the Active Transportation & Safety, Transportation Planning, and Modal Coordination programs.

The FY 2016-17 Adopted Budget includes some realignments to convert limited term positions to permanent positions and add new positions within current appropriation levels.

Portland Bureau of Transportation

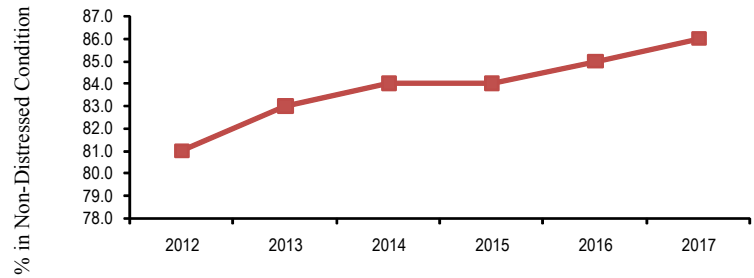
Transportation & Parking Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 255.83 | 282.53 | 300.50 | 310.28 | 310.28 |
| Expenditures | | | | | |
| Active Transportation | 2,691,339 | 3,020,586 | 3,522,667 | 3,335,376 | 3,335,376 |
| Bike Share Operations | 0 | 0 | 0 | 3,200,000 | 3,200,000 |
| Development Services | 4,897,492 | 5,613,911 | 6,940,408 | 9,347,700 | 9,350,700 |
| Emergency Preparedness | 1,620,966 | 497,941 | 204,544 | 209,454 | 209,454 |
| Engineering Services | 1,976,291 | 2,415,032 | 2,686,600 | 2,517,500 | 2,517,500 |
| Indirect Services | 632,656 | 552,451 | 0 | 0 | 0 |
| Modal Coordination | 0 | 0 | 321,098 | 521,360 | 521,360 |
| Parking Enforcement | 851,228 | 350,938 | 0 | 0 | 0 |
| Parking Garage Operations | 5,541,324 | 5,642,219 | 8,011,062 | 11,017,766 | 11,017,766 |
| Parking Operations | 80,773 | (225,353) | 0 | 0 | 0 |
| Parking Program | 9,800,852 | 11,634,629 | 15,615,920 | 16,372,190 | 16,372,190 |
| Recycling Operations | 534,161 | 722,304 | 1,079,292 | 1,127,915 | 1,127,915 |
| Regulatory Operations | 0 | 1,092,742 | 1,374,977 | 2,547,200 | 2,547,200 |
| Street Cleaning | 4,882,997 | 4,874,655 | 6,104,534 | 6,295,941 | 6,295,941 |
| Street Lighting | 6,686,075 | 6,183,908 | 7,010,439 | 5,822,101 | 5,822,101 |
| Streetcar Operations | 7,915,764 | 10,492,021 | 13,686,056 | 13,793,446 | 13,793,446 |
| TR Partnership Contrib | 300,000 | 902,177 | 960,000 | 1,233,247 | 1,233,247 |
| Traffic Operations | 1,662,365 | 1,945,074 | 2,101,780 | 2,413,367 | 2,413,367 |
| Traffic Signals | 1,648,625 | 1,541,836 | 1,052,800 | 1,112,700 | 1,112,700 |
| Tram Operations | 402,892 | 530,950 | 323,612 | 375,000 | 375,000 |
| Transportation Options | 690,874 | 231,909 | 200,000 | 0 | 0 |
| Transportation Planning | 1,104,096 | 2,301,962 | 1,576,965 | 1,737,615 | 1,737,615 |
| Total Expenditures | 53,920,770 | 60,321,892 | 72,772,754 | 82,979,878 | 82,982,878 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Total number of serious, incapacitating traffic injuries and fatalities citywide | 200 | NA | 240 | 230 | 230 |
| Percentage of trips made by people walking and bicycling, including to transit (calendar year) | 24% | 24% | 25% | 27% | 27% |
| Annual streetcar ridership | 4,400,000 | 4,623,520 | 4,300,000 | 5,000,000 | 5,000,000 |
| Effectiveness | | | | | |
| Percentage of public works permits completed within Portland Bureau of Transportation's set of interim timelines from beginning to end of permitting process | 95% | 95% | 95% | 95% | 95% |
| Percentage of Streetcar on-time performance | 80% | 81% | 82% | 85% | 85% |
| Efficiency | | | | | |
| On-street parking expenses as a percentage of revenues | 31% | 31% | 31% | 31% | 31% |
| Percentage of Streetcar fare revenue contribution to operating budget | 10% | 11% | 10% | 12% | 12% |

Performance Measures

Bridge Condition

Through implementation of its Bridge Managements System, which requires continuous inspections and prioritized programming of repairs, PBOT has been consistent in maintaining a high percentage of its bridge inventory in non-distressed condition.



Portland Bureau of Transportation

Summary of Bureau Budget

Transportation & Parking Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 3,726,335 | 6,848,288 | 3,276,500 | 7,831,200 | 7,831,200 |
| Charges for Services | 59,990,855 | 67,077,574 | 67,358,879 | 80,596,478 | 80,596,478 |
| Intergovernmental | 81,351,065 | 78,077,550 | 91,656,114 | 103,543,756 | 116,793,756 |
| Bond & Note | 60,360,691 | 26,196,709 | 24,840,000 | 21,500,000 | 31,000,000 |
| Miscellaneous | 5,189,670 | 6,105,550 | 4,420,512 | 4,173,430 | 4,173,430 |
| Total External Revenues | 210,618,616 | 184,305,671 | 191,552,005 | 217,644,864 | 240,394,864 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 24,582,670 | 19,061,630 | 38,634,137 | 23,819,969 | 22,603,431 |
| Interagency Revenue | 31,100,190 | 30,128,942 | 31,751,153 | 31,930,016 | 31,933,016 |
| Total Internal Revenues | 55,682,860 | 49,190,572 | 70,385,290 | 55,749,985 | 54,536,447 |
| Beginning Fund Balance | 6,877,798 | 35,771,530 | 69,883,645 | 90,609,640 | 81,109,640 |
| Total Resources | \$273,179,274 | \$269,267,773 | \$331,820,940 | \$364,004,489 | \$376,040,951 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 66,178,531 | 70,823,239 | 83,267,369 | 91,241,680 | 92,411,566 |
| External Materials and Services | 93,631,428 | 72,644,202 | 74,521,805 | 69,494,314 | 72,100,078 |
| Internal Materials and Services | 24,607,008 | 25,840,483 | 28,504,811 | 34,055,691 | 34,110,533 |
| Capital Outlay | 18,101,353 | 19,129,847 | 20,698,799 | 49,880,017 | 49,900,829 |
| Total Bureau Expenditures | 202,518,320 | 188,437,771 | 206,992,784 | 244,671,702 | 248,523,006 |
| Fund Expenditures | | | | | |
| Debt Service | 17,529,893 | 22,383,564 | 17,550,908 | 14,873,775 | 14,873,775 |
| Contingency | 0 | 0 | 92,308,157 | 89,946,738 | 98,142,304 |
| Fund Transfers - Expense | 17,359,531 | 14,200,082 | 13,286,630 | 12,839,227 | 12,828,819 |
| Debt Service Reserves | 0 | 0 | 1,682,461 | 1,673,047 | 1,673,047 |
| Total Fund Expenditures | 34,889,424 | 36,583,646 | 124,828,156 | 119,332,787 | 127,517,945 |
| Ending Fund Balance | 35,771,530 | 44,246,356 | 0 | 0 | 0 |
| Total Requirements | \$273,179,274 | \$269,267,773 | \$331,820,940 | \$364,004,489 | \$376,040,951 |
| Programs | | | | | |
| Administration & Support | 7,464,685 | 10,178,233 | 9,341,334 | 9,879,151 | 10,049,305 |
| Capital Improvements | 93,443,271 | 65,810,064 | 66,847,395 | 94,754,295 | 95,832,445 |
| Maintenance | 47,689,594 | 52,127,582 | 58,031,301 | 57,058,378 | 59,658,378 |
| Operations | 53,920,770 | 60,321,892 | 72,772,754 | 82,979,878 | 82,982,878 |
| Total Programs | 202,518,320 | \$188,437,771 | \$206,992,784 | \$244,671,702 | \$248,523,006 |

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|--|-------------|------------|------------|--------------|------------|------------|------------|--------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| Local Street Design | | | | | | | | |
| Public Work Permits | 0 | 1,450,000 | 1,750,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 8,950,000 |
| Total Local Street Design | 0 | 1,450,000 | 1,750,000 | 1,800,000 | 1,800,000 | 1,800,000 | 1,800,000 | 8,950,000 |
| Safety | | | | | | | | |
| 122nd Safety Improvements, SE/NE | 0 | 0 | 4,135,806 | 0 | 0 | 0 | 0 | 4,135,806 |
| 20s Bikeway: Harney-Lombard, NE/ SE | 958,359 | 1,191,252 | 418,571 | 0 | 0 | 0 | 0 | 418,571 |
| Active Transportation Improvements | 0 | 2,511,915 | 900,000 | 600,000 | 600,000 | 600,000 | 600,000 | 3,300,000 |
| Burgard Rd at Time Oil Rd, N | 177,405 | 603,103 | 1,919,899 | 0 | 0 | 0 | 0 | 1,919,899 |
| Burnside St: 8th-24th, W | 0 | 0 | 1,591,086 | 0 | 0 | 0 | 0 | 1,591,086 |
| Central City Multi-Modal Safety Projects | 5,877 | 481,196 | 896,256 | 4,918,244 | 0 | 0 | 0 | 5,814,500 |
| Connect Cully, NE | 0 | 235,432 | 640,924 | 2,084,778 | 526,670 | 0 | 0 | 3,252,372 |
| Downtown I-405 Ped Safety Imp, SW | 0 | 254,534 | 357,520 | 1,882,574 | 0 | 0 | 0 | 2,240,094 |
| East Portland Access to Employment | 0 | 267,000 | 2,226,817 | 3,643,255 | 0 | 0 | 0 | 5,870,072 |
| Foster Rd: Powell Blvd - 90th Ave, SE | 0 | 700,000 | 3,614,789 | 1,152,995 | 0 | 0 | 0 | 4,767,784 |
| Halsey/Weidler: 103rd - 113th, NE | 3,611 | 300,900 | 1,462,846 | 0 | 0 | 0 | 0 | 1,462,846 |
| Hwy Safety Improvement Prgm (HSIP) & Safety Ops CW | 0 | 236,192 | 3,099,873 | 195,636 | 0 | 0 | 0 | 3,295,509 |
| Sellwood Bridge, SE | 72,164,275 | 16,924,000 | 16,400,000 | 0 | 0 | 0 | 0 | 16,400,000 |
| Southwest Portland in Motion, SW | 0 | 303,132 | 151,632 | 0 | 0 | 0 | 0 | 151,632 |
| Street Repair & Safety Improvement Prgm | 0 | 0 | 2,294,688 | 0 | 0 | 0 | 0 | 2,294,688 |
| Total Safety | 73,309,527 | 24,008,656 | 40,110,707 | 14,477,482 | 1,126,670 | 600,000 | 600,000 | 56,914,859 |
| Health & Livability | | | | | | | | |
| 20th Ave: Raleigh-Upshur LID, NW | 20,820 | 0 | 1,599,536 | 5,179,765 | 0 | 0 | 0 | 6,779,301 |
| 45th & California LID, SW | 123,513 | 503,032 | 258,144 | 206,563 | 0 | 0 | 0 | 464,707 |
| 86th Ct. & Steele St LID, SE | 23,078 | 0 | 426,407 | 0 | 0 | 0 | 0 | 426,407 |
| Bancroft - Hood - Macadam / Moody Ave., SW | 0 | 0 | 152,867 | 0 | 0 | 0 | 0 | 152,867 |
| Bike Parking, CW | 0 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 70,000 | 350,000 |
| Cook at Vancouver LID, N | 329,281 | 0 | 334,841 | 0 | 0 | 0 | 0 | 334,841 |
| Couch Ct: 3rd Ave-Couch St LID, NE | 21,305 | 331,738 | 275,171 | 0 | 0 | 0 | 0 | 275,171 |
| Dolph Ct & Spring Garden St. LID, SW | 14,636 | 0 | 725,000 | 0 | 0 | 0 | 0 | 725,000 |
| East Portland Access Transit | 415,891 | 782,283 | 3,202,722 | 0 | 0 | 0 | 0 | 3,202,722 |
| Federal and State Program Match Fund | 0 | 0 | 312,994 | 0 | 1,190,529 | 1,283,457 | 1,283,457 | 4,070,437 |
| Gravel Street Program | 0 | 0 | 452,635 | 1,059,776 | 1,059,776 | 1,059,776 | 1,059,776 | 4,691,739 |
| LID Street Design | 0 | 174,000 | 178,500 | 400,900 | 0 | 0 | 0 | 579,400 |

Transportation & Parking Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|--|--------------------|-------------------|-------------------|---------------------|-------------------|-------------------|-------------------|---------------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| Marine Drive Path: NE 112th Ave-185th Ave Sec. | 101,355 | 330,992 | 905,980 | 0 | 0 | 0 | 0 | 905,980 |
| OR99W: SW 19th Ave to SW 26th - Barbur Blvd Demo | 0 | 132,245 | 435,477 | 1,111,445 | 378,180 | 0 | 0 | 1,925,102 |
| PDC Small Projects | 0 | 200,000 | 200,000 | 0 | 0 | 0 | 0 | 200,000 |
| Powell-Division High Capacity Transit | 0 | 1,007,894 | 1,167,768 | 1,000,000 | 3,250,000 | 1,769,000 | 200,000 | 7,386,768 |
| Pre-LID Street Design | 0 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 150,000 |
| Red Electric Trail, SW | 90,532 | 354,946 | 971,557 | 900,000 | 0 | 0 | 0 | 1,871,557 |
| Total Health & Livability | 1,140,411 | 3,917,130 | 11,699,599 | 9,958,449 | 5,978,485 | 4,212,233 | 2,643,233 | 34,491,999 |

Asset Management

| | | | | | | | | |
|---|------------------|------------------|-------------------|------------------|----------------|----------------|----------------|-------------------|
| 122nd Ave: I-84 Ramp-Skidmore, NE | 3,920 | 0 | 2,395,789 | 0 | 0 | 0 | 0 | 2,395,789 |
| Bridges/Overpasses | 0 | 826,524 | 1,014,724 | 124,724 | 124,724 | 124,724 | 124,724 | 1,513,620 |
| Broadway Dr Wall E of House #980, SW | 27,429 | 0 | 157,408 | 0 | 0 | 0 | 0 | 157,408 |
| Burnside: W 24th-E Cesar Chavez | 0 | 0 | 2,108,184 | 0 | 0 | 0 | 0 | 2,108,184 |
| Glisan St at 90th Ave, NE | 15,583 | 0 | 627,593 | 0 | 0 | 0 | 0 | 627,593 |
| Lighting Efficiency Program, CW | 5,672,245 | 4,500,000 | 5,500,000 | 1,827,755 | 0 | 0 | 0 | 7,327,755 |
| Naito Pkwy: I-405 - Jefferson, SW | 0 | 26,000 | 285,000 | 715,000 | 0 | 0 | 0 | 1,000,000 |
| Oak St. Naito-10th Ave, SW | 0 | 0 | 496,816 | 0 | 0 | 0 | 0 | 496,816 |
| Road Rehabilitation Program (Paving Preservation), CW | 0 | 2,856,745 | 1,500,000 | 0 | 0 | 0 | 0 | 1,500,000 |
| Signal Communication System, CW | 0 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | 250,000 |
| Signal Reconstruction, CW | 0 | 309,550 | 2,187,382 | 349,609 | 349,609 | 349,609 | 349,609 | 3,585,818 |
| Street Light Replacement, CW | 0 | 1,229,609 | 529,609 | 229,609 | 229,609 | 229,609 | 229,609 | 1,448,045 |
| Taylor's Ferry Rd. Rockslide Abatement, SW | 316 | 0 | 425,825 | 0 | 0 | 0 | 0 | 425,825 |
| Willamette Blvd Semi-Viaduct @ MP 2.3, N | 41,832 | 170,729 | 314,041 | 0 | 0 | 0 | 0 | 314,041 |
| Total Asset Management | 5,761,325 | 9,969,157 | 17,592,371 | 3,296,697 | 753,942 | 753,942 | 753,942 | 23,150,894 |

Economic Vitality

| | | | | | | | | |
|--|---------|-----------|-----------|------------|-----------|---|---|------------|
| 10th and Yamhill Parking Garage | 0 | 0 | 6,196,131 | 15,678,741 | 0 | 0 | 0 | 21,874,872 |
| 47th Ave: Columbia-Cornfoot, NE | 0 | 0 | 2,765,955 | 1,831,089 | 0 | 0 | 0 | 4,597,044 |
| Bond: Gibbs-River Pkwy, SW | 28,601 | 945,000 | 4,915,592 | 4,134,408 | 0 | 0 | 0 | 9,050,000 |
| Columbia Blvd ITS, N/NE | 0 | 100,059 | 557,227 | 0 | 0 | 0 | 0 | 557,227 |
| Columbia Blvd/MLK Blvd, N | 573,566 | 1,348,958 | 1,850,716 | 0 | 0 | 0 | 0 | 1,850,716 |
| Columbia Blvd: Cully Blvd & Alderwood Rd, NE | 0 | 313,083 | 442,158 | 5,085,602 | 0 | 0 | 0 | 5,527,760 |
| Going to the Island Freight Improvements, N | 0 | 32,450 | 111,450 | 445,800 | 0 | 0 | 0 | 557,250 |
| Parking Machines | 0 | 2,420,000 | 300,000 | 1,000,000 | 500,000 | 0 | 0 | 1,800,000 |
| South Rivergate Freight Project, N | 0 | 0 | 1,716,743 | 4,200,000 | 6,000,000 | 0 | 0 | 11,916,743 |
| St. Johns Truck Strategy, Ph. II, N | 0 | 445,200 | 834,200 | 2,511,926 | 0 | 0 | 0 | 3,346,126 |

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|--------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|------------------|------------------|--------------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| SW Corridor Transit Project | 0 | 739,789 | 300,000 | 0 | 0 | 0 | 0 | 300,000 |
| Total Economic Vitality | 602,167 | 6,344,539 | 19,990,172 | 34,887,566 | 6,500,000 | 0 | 0 | 61,377,738 |
| Total Requirements | 80,813,430 | 45,689,482 | 91,142,849 | 64,420,194 | 16,159,097 | 7,366,175 | 5,797,175 | 184,885,490 |

Portland Bureau of Transportation

FTE Summary

Transportation & Parking Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000062 | Accountant I | 41,579 | 59,779 | 3.00 | 169,920 | 3.00 | 173,132 | 3.00 | 173,132 |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 7.00 | 477,768 | 7.00 | 485,486 | 7.00 | 485,486 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 1.00 | 45,888 | 1.00 | 47,760 | 1.00 | 47,760 |
| 30000436 | Administrative Supervisor I | 59,800 | 79,726 | 1.00 | 79,728 | 1.00 | 79,728 | 1.00 | 79,728 |
| 30000437 | Administrative Supervisor II | 62,795 | 83,720 | 2.00 | 167,448 | 2.00 | 167,448 | 2.00 | 167,448 |
| 30000207 | Applications Analyst IV-Generalist | 72,800 | 97,386 | 2.00 | 194,760 | 2.00 | 194,760 | 2.00 | 194,760 |
| 30000090 | Asphalt Raker | 47,902 | 51,501 | 9.00 | 459,936 | 9.00 | 459,936 | 10.00 | 511,440 |
| 30000102 | Automotive Equip Oper II: Sewer Vacuum | 47,382 | 57,054 | 9.00 | 494,196 | 9.00 | 494,196 | 9.00 | 494,196 |
| 30000103 | Automotive Equip Oper II: Street Sweeper | 47,382 | 57,054 | 11.00 | 627,660 | 11.00 | 627,660 | 11.00 | 627,660 |
| 30000104 | Automotive Equip Oper II: Tractor-Trailr | 47,382 | 57,054 | 1.00 | 47,388 | 1.00 | 47,388 | 1.00 | 47,388 |
| 30000101 | Automotive Equipment Oper I | 44,616 | 54,080 | 48.00 | 2,596,032 | 48.00 | 2,596,032 | 49.00 | 2,650,116 |
| 30000441 | Business Operations Manager | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000442 | Business Operations Manager, Sr | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000440 | Business Operations Supervisor | 72,800 | 97,386 | 2.00 | 194,760 | 2.00 | 194,760 | 2.00 | 194,760 |
| 30000448 | Business Systems Analyst | 62,795 | 83,720 | 0.00 | 0 | 1.00 | 80,004 | 1.00 | 80,004 |
| 30000447 | Business Systems Analyst, Assistant | 49,275 | 75,899 | 1.00 | 49,272 | 1.00 | 49,272 | 1.00 | 49,272 |
| 30000449 | Business Systems Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000331 | CAD Analyst | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000329 | CAD Technician II | 55,411 | 70,699 | 3.00 | 209,848 | 3.00 | 212,112 | 3.00 | 212,112 |
| 30001259 | Capital Program Manager | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000689 | Capital Program Mgmt & Controls Manager | 94,931 | 128,627 | 0.00 | 0 | 0.00 | 0 | 1.00 | 111,780 |
| 30000399 | Capital Project Manager I | 67,309 | 85,946 | 3.00 | 257,832 | 3.00 | 257,832 | 3.00 | 257,832 |
| 30000686 | Capital Project Manager II | 72,800 | 97,386 | 5.00 | 476,047 | 6.00 | 564,691 | 7.00 | 649,783 |
| 30000687 | Capital Project Manager III | 76,294 | 102,544 | 4.00 | 383,916 | 4.00 | 383,916 | 4.00 | 383,916 |
| 30000110 | Carpenter | 56,243 | 62,920 | 5.00 | 314,580 | 5.00 | 314,580 | 5.00 | 314,580 |
| 30001809 | Collection System Investigator | 53,664 | 59,925 | 4.00 | 220,920 | 4.00 | 220,920 | 4.00 | 220,920 |
| 30001808 | Collection System Video Inspector | 53,664 | 59,925 | 6.00 | 359,568 | 6.00 | 359,568 | 6.00 | 359,568 |
| 30000492 | Community Outreach & Informtn Rep | 59,800 | 79,726 | 1.00 | 59,796 | 1.00 | 59,796 | 1.00 | 59,796 |
| 30000493 | Community Outreach & Informtn Rep, Sr | 65,957 | 87,963 | 1.00 | 65,952 | 1.00 | 65,952 | 1.00 | 65,952 |
| 30000107 | Concrete Finisher | 56,243 | 62,920 | 13.00 | 802,892 | 13.00 | 813,304 | 13.00 | 813,304 |
| 30000105 | Construction Equipment Operator | 47,507 | 60,674 | 17.00 | 1,021,548 | 17.00 | 1,028,268 | 18.00 | 1,088,940 |
| 30000733 | Development Services Manager | 88,275 | 117,562 | 1.00 | 94,764 | 1.00 | 98,328 | 1.00 | 98,328 |
| 30000334 | Development Services Technician III | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000732 | Development Supervisor I | 69,285 | 92,498 | 2.00 | 139,944 | 2.00 | 142,113 | 2.00 | 142,113 |
| 30000836 | Development Supervisor II | 76,294 | 102,544 | 1.00 | 102,540 | 2.00 | 200,868 | 2.00 | 200,868 |
| 30000634 | Electrical Supervisor | 69,285 | 92,498 | 1.00 | 85,738 | 1.00 | 89,254 | 1.00 | 89,254 |
| 30000116 | Electrician | 70,366 | 75,941 | 17.00 | 1,268,640 | 19.00 | 1,430,720 | 19.00 | 1,430,720 |
| 30000121 | Electrician/Instrument Technician | 72,509 | 78,250 | 1.00 | 72,504 | 1.00 | 72,504 | 1.00 | 72,504 |
| 30000237 | Electronics Technician II:Traffic Signal | 61,214 | 74,194 | 3.00 | 222,588 | 3.00 | 222,588 | 3.00 | 222,588 |
| 30000683 | Engineer, Chief | 112,195 | 160,618 | 1.00 | 160,620 | 1.00 | 160,620 | 1.00 | 160,620 |
| 30000684 | Engineer, City Traffic | 102,502 | 136,677 | 0.00 | 0 | 1.00 | 122,868 | 1.00 | 122,868 |
| 30000682 | Engineer, Principal | 102,502 | 136,677 | 3.00 | 389,376 | 3.00 | 397,577 | 3.00 | 397,577 |
| 30000680 | Engineer, Sr | 88,733 | 118,290 | 8.00 | 912,140 | 8.00 | 915,708 | 9.00 | 1,019,232 |
| 30000681 | Engineer, Supervising | 95,368 | 127,171 | 5.00 | 635,880 | 5.00 | 635,880 | 5.00 | 635,880 |
| 30001734 | Engineer-Bridge | 88,462 | 107,515 | 2.00 | 215,040 | 2.00 | 215,040 | 3.00 | 317,436 |
| 30000365 | Engineer-Civil | 88,462 | 107,515 | 2.00 | 215,040 | 2.00 | 215,040 | 2.00 | 215,040 |
| 30000370 | Engineer-Traffic | 88,462 | 107,515 | 8.00 | 841,104 | 7.00 | 752,640 | 8.00 | 855,036 |
| 30000358 | Engineering Associate, Sr-Civil | 76,502 | 97,531 | 8.00 | 750,860 | 8.00 | 759,061 | 8.00 | 759,061 |
| 30000362 | Engineering Associate, Sr-Structural | 76,502 | 97,531 | 1.00 | 97,536 | 1.00 | 97,536 | 1.00 | 97,536 |
| 30000363 | Engineering Associate, Sr-Traffic | 76,502 | 97,531 | 7.00 | 631,820 | 9.00 | 801,392 | 9.00 | 801,392 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000353 | Engineering Associate-Civil | 62,878 | 84,240 | 5.00 | 371,260 | 8.00 | 573,616 | 8.00 | 573,616 |
| 30000696 | Engineering Survey Manager | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000324 | Engineering Technician I | 41,350 | 55,411 | 11.00 | 501,218 | 14.00 | 645,943 | 14.00 | 645,943 |
| 30000325 | Engineering Technician II | 55,411 | 70,699 | 23.00 | 1,461,064 | 23.00 | 1,488,338 | 23.00 | 1,488,338 |
| 30000326 | Engineering Technician III | 67,309 | 85,946 | 9.00 | 748,308 | 9.00 | 755,227 | 9.00 | 755,227 |
| 30001810 | Env Policy & Hazardous Materials Coord | 76,294 | 97,344 | 1.00 | 97,344 | 1.00 | 97,344 | 1.00 | 97,344 |
| 30000095 | Environmental Systems Crew Leader | 57,720 | 62,754 | 11.00 | 682,800 | 11.00 | 685,320 | 11.00 | 685,320 |
| 30000567 | Financial Analyst | 62,795 | 83,720 | 3.00 | 231,488 | 3.00 | 237,816 | 3.00 | 237,816 |
| 30000566 | Financial Analyst, Assistant | 49,275 | 75,899 | 1.00 | 49,272 | 1.00 | 49,272 | 1.00 | 49,272 |
| 30000569 | Financial Analyst, Principal | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000568 | Financial Analyst, Sr | 69,285 | 92,498 | 3.00 | 276,423 | 3.00 | 277,488 | 3.00 | 277,488 |
| 30000127 | General Mechanic | 51,022 | 63,586 | 2.00 | 127,176 | 2.00 | 127,176 | 2.00 | 127,176 |
| 30000341 | GIS Technician I | 41,350 | 55,411 | 1.00 | 55,416 | 1.00 | 55,416 | 1.00 | 55,416 |
| 30000342 | GIS Technician II | 55,411 | 70,699 | 5.00 | 343,884 | 7.00 | 461,452 | 7.00 | 461,452 |
| 30000343 | GIS Technician III | 67,309 | 85,946 | 3.00 | 237,942 | 3.00 | 247,732 | 3.00 | 247,732 |
| 30000372 | Graphics Designer II | 55,411 | 70,699 | 1.00 | 64,068 | 1.00 | 67,308 | 1.00 | 67,308 |
| 30000218 | Inf Syst Analyst, Principal-Gen | 82,098 | 109,346 | 1.00 | 82,104 | 1.00 | 95,724 | 1.00 | 95,724 |
| 30000166 | Lighting & Signal Inspector | 72,051 | 83,387 | 1.00 | 83,388 | 1.00 | 83,388 | 1.00 | 83,388 |
| 30000855 | Maintenance Group Manager | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000644 | Maintenance Planner/Scheduler | 59,800 | 79,726 | 3.00 | 208,704 | 3.00 | 217,116 | 3.00 | 217,116 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 2.00 | 128,622 | 2.00 | 133,004 | 3.00 | 206,264 |
| 30000453 | Management Analyst, Principal | 82,098 | 109,346 | 3.00 | 246,300 | 5.00 | 427,500 | 5.00 | 427,500 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 4.00 | 329,957 | 5.00 | 426,341 | 5.00 | 426,341 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 1.00 | 59,280 | 1.00 | 61,107 | 1.00 | 61,107 |
| 30000327 | Mapping Data Technician I | 55,411 | 70,699 | 1.00 | 62,318 | 1.00 | 65,418 | 1.00 | 65,418 |
| 30000978 | Mapping Data Technician II | 67,309 | 85,946 | 1.00 | 72,184 | 1.00 | 75,771 | 1.00 | 75,771 |
| 30000347 | Materials Quality Compliance Specialist | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 9.00 | 412,648 | 9.00 | 417,087 | 9.00 | 417,087 |
| 30000013 | Office Support Specialist III | 44,075 | 58,406 | 5.00 | 249,036 | 5.00 | 257,208 | 5.00 | 257,208 |
| 30000112 | Painter | 56,243 | 62,920 | 1.00 | 62,916 | 1.00 | 62,916 | 1.00 | 62,916 |
| 30000185 | Parking Code Enforcement Officer | 41,766 | 54,870 | 65.00 | 3,271,157 | 66.00 | 3,354,146 | 66.00 | 3,354,146 |
| 30000638 | Parking Control Manager | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000637 | Parking Enforcement Supervisor | 65,957 | 87,963 | 4.00 | 309,287 | 4.00 | 315,120 | 4.00 | 315,120 |
| 30001859 | Parking Pay Station Analyst | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000099 | Parking Pay Station Technician | 50,440 | 60,902 | 9.00 | 539,364 | 8.00 | 488,928 | 8.00 | 488,928 |
| 30000385 | Planner II. City-Land Use | 64,750 | 74,838 | 2.00 | 134,310 | 2.00 | 137,754 | 2.00 | 137,754 |
| 30000388 | Planner II. City-Transportation | 64,750 | 74,838 | 1.00 | 74,844 | 1.00 | 74,844 | 1.00 | 74,844 |
| 30000375 | Planner, Associate | 53,435 | 61,838 | 0.00 | 0 | 2.00 | 114,960 | 2.00 | 114,960 |
| 30000393 | Planner, Sr City-Land Use | 67,309 | 85,946 | 2.00 | 164,835 | 2.00 | 168,846 | 2.00 | 168,846 |
| 30000396 | Planner, Sr City-Transportation | 67,309 | 85,946 | 5.00 | 425,664 | 5.00 | 429,720 | 5.00 | 429,720 |
| 30000395 | Planner, Sr City-Transportation Modeling | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30000640 | Portland Streetcar Maintenance Manager | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000643 | Portland Streetcar Maintenance Supvr | 62,795 | 83,720 | 4.00 | 303,853 | 4.00 | 316,311 | 4.00 | 316,311 |
| 30000639 | Portland Streetcar Operations Manager | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000839 | Portland Streetcar Operations Supvr | 62,795 | 83,720 | 4.00 | 312,892 | 4.00 | 321,909 | 4.00 | 321,909 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 4.00 | 320,566 | 4.00 | 323,794 | 4.00 | 323,794 |
| 30000465 | Program Manager | 69,285 | 92,498 | 5.00 | 438,295 | 8.00 | 692,537 | 8.00 | 692,537 |
| 30000466 | Program Manager, Sr | 82,098 | 109,346 | 2.00 | 207,057 | 2.00 | 211,067 | 2.00 | 211,067 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 5.00 | 344,543 | 5.00 | 347,465 | 7.00 | 487,001 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 1.00 | 75,900 | 2.00 | 140,592 | 2.00 | 140,592 |

Portland Bureau of Transportation

FTE Summary

Transportation & Parking Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000497 | Public Information Manager | 76,294 | 102,544 | 1.00 | 122,016 | 1.00 | 122,016 | 1.00 | 122,016 |
| 30000495 | Public Information Officer | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000632 | Public Works Division Manager | 94,931 | 128,627 | 3.00 | 362,098 | 3.00 | 370,098 | 3.00 | 370,098 |
| 30000690 | Public Works Inspection Supervisor | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000228 | Public Works Inspector | 62,150 | 71,032 | 10.00 | 659,736 | 10.00 | 690,612 | 10.00 | 690,612 |
| 30000229 | Public Works Inspector, Sr | 67,434 | 79,435 | 4.00 | 311,556 | 4.00 | 316,726 | 4.00 | 316,726 |
| 30000679 | Public Works Permit Engineering Manager | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000630 | Public Works Supervisor II | 62,795 | 83,720 | 22.00 | 1,681,295 | 22.00 | 1,705,504 | 22.00 | 1,705,504 |
| 30000190 | Regulatory Program Administrator | 66,498 | 82,243 | 1.00 | 76,008 | 1.00 | 79,528 | 1.00 | 79,528 |
| 30000189 | Regulatory Program Specialist | 46,259 | 61,256 | 5.00 | 272,324 | 6.00 | 345,125 | 6.00 | 345,125 |
| 30000697 | Right of Way Acquisition Supervisor | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000348 | Right of Way Agent I | 41,350 | 55,411 | 2.00 | 89,944 | 2.00 | 94,149 | 2.00 | 94,149 |
| 30000349 | Right of Way Agent II | 55,411 | 70,699 | 3.00 | 200,113 | 3.00 | 206,286 | 3.00 | 206,286 |
| 30000350 | Right of Way Agent III | 67,309 | 85,946 | 3.00 | 257,832 | 3.00 | 257,832 | 3.00 | 257,832 |
| 30000481 | Risk Specialist | 59,800 | 79,726 | 1.00 | 59,796 | 1.00 | 59,796 | 1.00 | 59,796 |
| 30000485 | Safety & Risk Officer I | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000029 | Service Dispatcher | 36,962 | 53,290 | 4.00 | 213,168 | 4.00 | 213,168 | 4.00 | 213,168 |
| 30000197 | Sidewalk Inspector | 55,162 | 62,754 | 6.00 | 376,560 | 6.00 | 376,560 | 6.00 | 376,560 |
| 30000089 | Sign Maker | 56,243 | 62,920 | 1.00 | 62,916 | 1.00 | 62,916 | 1.00 | 62,916 |
| 30000402 | Signals & Street Lighting Technician | 67,309 | 85,946 | 1.00 | 85,944 | 1.00 | 85,944 | 1.00 | 85,944 |
| 30002133 | Site Operations Crew Leader | 57,720 | 62,754 | 1.00 | 62,760 | 1.00 | 62,760 | 1.00 | 62,760 |
| 30000053 | Storekeeper/Acquisition Specialist I | 44,845 | 54,912 | 1.00 | 44,844 | 1.00 | 44,844 | 1.00 | 44,844 |
| 30000054 | Storekeeper/Acquisition Specialist II | 47,133 | 57,637 | 4.00 | 216,634 | 4.00 | 220,044 | 4.00 | 220,044 |
| 30000056 | Storekeeper/Acquisition Specialist III | 53,248 | 66,186 | 3.00 | 197,172 | 3.00 | 198,576 | 3.00 | 198,576 |
| 30000468 | Stores System Supervisor II | 62,795 | 83,720 | 1.00 | 76,248 | 1.00 | 79,380 | 1.00 | 79,380 |
| 30000702 | Street Lights/Signals Manager | 82,098 | 109,346 | 1.00 | 97,383 | 1.00 | 101,372 | 1.00 | 101,372 |
| 30000091 | Street Maintenance Crew Leader | 57,720 | 62,754 | 7.00 | 439,320 | 7.00 | 439,320 | 9.00 | 564,840 |
| 30001883 | Streetcar Officer | 37,315 | 53,435 | 2.00 | 86,496 | 2.00 | 88,176 | 2.00 | 88,176 |
| 30001079 | Survey Project Support Tech | 57,637 | 62,941 | 1.00 | 62,940 | 1.00 | 62,940 | 1.00 | 62,940 |
| 30000224 | Surveying Aide II | 50,461 | 58,739 | 7.00 | 402,900 | 7.00 | 402,900 | 7.00 | 402,900 |
| 30000694 | Surveying Supervisor | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000225 | Surveyor I | 57,637 | 71,635 | 5.00 | 344,196 | 5.00 | 344,196 | 5.00 | 344,196 |
| 30000226 | Surveyor II | 72,634 | 84,573 | 3.00 | 251,048 | 3.00 | 253,728 | 3.00 | 253,728 |
| 30001558 | Timekeeping Specialist | 37,024 | 53,206 | 5.00 | 255,741 | 5.00 | 258,060 | 5.00 | 258,060 |
| 30000092 | Traffic Crew Leader | 55,640 | 60,528 | 8.00 | 469,572 | 8.00 | 469,572 | 8.00 | 469,572 |
| 30000699 | Traffic Investigations Manager | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30001183 | Transportation Demand Mgmt Assistant | 35,984 | 45,926 | 3.00 | 120,440 | 5.00 | 204,998 | 5.00 | 204,998 |
| 30000351 | Transportation Demand Mgmt Spec I | 55,411 | 70,699 | 3.00 | 181,536 | 3.00 | 181,536 | 3.00 | 181,536 |
| 30000352 | Transportation Demand Mgmt Spec II | 67,309 | 85,946 | 5.00 | 418,032 | 5.00 | 421,668 | 5.00 | 421,668 |
| 30000853 | Transportation Dev Perm & Transit Grp Mgr | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000420 | Transportation Director | 141,898 | 203,341 | 1.00 | 183,060 | 1.00 | 190,560 | 1.00 | 190,560 |
| 30002083 | Transportation Director, Assistant | 112,195 | 160,618 | 1.00 | 160,620 | 1.00 | 160,620 | 1.00 | 160,620 |
| 30000642 | Transportation Division Manager | 94,931 | 128,627 | 5.00 | 540,846 | 5.00 | 563,015 | 5.00 | 563,015 |
| 30000740 | Transportation Planner, Supervising | 82,098 | 109,346 | 1.00 | 95,748 | 1.00 | 99,018 | 1.00 | 99,018 |
| 30000739 | Transportation Planning Coordinator | 65,957 | 87,963 | 3.00 | 241,780 | 3.00 | 244,483 | 3.00 | 244,483 |
| 30000741 | Transportation Planning Manager | 94,931 | 128,627 | 1.00 | 94,932 | 1.00 | 129,996 | 1.00 | 129,996 |
| 30000854 | Transportation Systems Grp Mgr | 101,962 | 142,397 | 1.00 | 122,184 | 1.00 | 126,771 | 1.00 | 126,771 |
| 30001037 | Utility Locator | 51,501 | 55,411 | 5.00 | 277,080 | 5.00 | 277,080 | 5.00 | 277,080 |
| 30000076 | Utility Worker I | 44,054 | 47,902 | 12.00 | 570,996 | 13.00 | 619,539 | 13.00 | 619,539 |
| 30000077 | Utility Worker II | 47,902 | 51,501 | 130.00 | 6,631,506 | 130.00 | 6,683,196 | 131.00 | 6,734,700 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000123 | Welder | 56,243 | 62,920 | 2.00 | 125,832 | 2.00 | 125,832 | 2.00 | 125,832 |
| TOTAL FULL-TIME POSITIONS | | | | 766.00 | 50,753,476 | 794.00 | 53,247,547 | 808.00 | 54,308,815 |
| 30000324 | Engineering Technician I | 41,350 | 55,411 | 0.50 | 21,020 | 0.50 | 22,072 | 0.50 | 22,072 |
| 30000185 | Parking Code Enforcement Officer | 41,766 | 54,870 | 1.00 | 41,760 | 0.00 | 0 | 0.00 | 0 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 0.50 | 18,936 | 0.50 | 19,710 | 0.50 | 19,710 |
| 30000189 | Regulatory Program Specialist | 46,259 | 61,256 | 0.00 | 0 | 1.00 | 55,992 | 1.00 | 55,992 |
| 30000029 | Service Dispatcher | 36,962 | 53,290 | 2.70 | 114,725 | 2.70 | 119,633 | 2.70 | 119,633 |
| 30000351 | Transportation Demand Mgmt Spec I | 55,411 | 70,699 | 0.50 | 32,028 | 0.50 | 33,524 | 0.50 | 33,524 |
| 30000352 | Transportation Demand Mgmt Spec II | 67,309 | 85,946 | 0.50 | 42,972 | 0.50 | 42,972 | 0.50 | 42,972 |
| TOTAL PART-TIME POSITIONS | | | | 5.70 | 271,441 | 5.70 | 293,903 | 5.70 | 293,903 |
| 30000101 | Automotive Equipment Oper I | 44,616 | 54,080 | 1.00 | 50,838 | 0.67 | 36,056 | 0.67 | 36,056 |
| 30000448 | Business Systems Analyst | 62,795 | 83,720 | 1.00 | 76,846 | 0.00 | (4) | 0.00 | (4) |
| 30000491 | Community Outreach & Informtn Assistant | 49,275 | 75,899 | 1.00 | 62,322 | 1.00 | 64,882 | 1.00 | 64,882 |
| 30000116 | Electrician | 70,366 | 75,941 | 2.00 | 146,304 | 0.00 | 0 | 0.00 | 0 |
| 30000363 | Engineering Associate, Sr-Traffic | 76,502 | 97,531 | 1.50 | 116,616 | 1.00 | 82,236 | 1.00 | 82,236 |
| 30000353 | Engineering Associate-Civil | 62,878 | 84,240 | 2.42 | 152,220 | -0.00 | 0 | (0.00) | 0 |
| 30000324 | Engineering Technician I | 41,350 | 55,411 | 2.17 | 92,692 | 0.00 | 2 | 0.00 | 2 |
| 30000325 | Engineering Technician II | 55,411 | 70,699 | 1.75 | 100,100 | 3.00 | 176,633 | 3.00 | 176,633 |
| 30000342 | GIS Technician II | 55,411 | 70,699 | 1.58 | 89,080 | 0.00 | 1 | 0.00 | 1 |
| 30000375 | Planner, Associate | 53,435 | 61,838 | 2.00 | 110,618 | 0.00 | 0 | 0.00 | 0 |
| 30000839 | Portland Streetcar Operations Supvr | 62,795 | 83,720 | 1.00 | 78,075 | 1.00 | 81,277 | 1.00 | 81,277 |
| 30000465 | Program Manager | 69,285 | 92,498 | 1.67 | 148,638 | 0.00 | 0 | 0.00 | 0 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 1.00 | 62,156 | 0.00 | 8 | 0.00 | 8 |
| 30000228 | Public Works Inspector | 62,150 | 71,032 | 0.58 | 39,577 | 1.00 | 69,356 | 1.00 | 69,356 |
| 30001183 | Transportation Demand Mgmt Assistant | 35,984 | 45,926 | 2.00 | 82,608 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 22.67 | 1,408,690 | 7.67 | 510,447 | 7.67 | 510,447 |
| GRAND TOTAL | | | | 794.37 | 52,433,607 | 807.37 | 54,051,897 | 821.37 | 55,113,165 |

Transportation & Parking Service Area

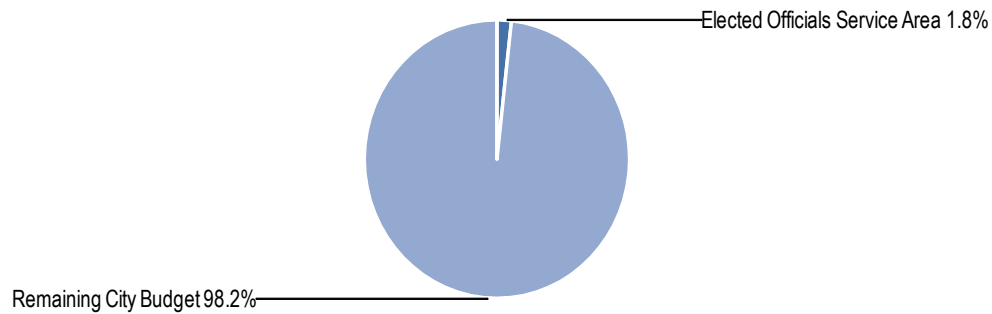
This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|------------------|-------------------|--------------------|---------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 230,214,873 | 0 | 230,214,873 | 799.37 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 0 | 1,840,000 | 1,840,000 | 0.00 | Two major maintenance projects |
| | 0 | 1,500,000 | 1,500,000 | 0.00 | Paving preservation |
| | 0 | 1,466,538 | 1,466,538 | 0.00 | Naito Parkway Improvement Project |
| | 0 | 967,000 | 967,000 | 0.00 | Youth bus pass |
| | 0 | 300,000 | 300,000 | 0.00 | Vision Zero safe crossings |
| | 0 | 300,000 | 300,000 | 0.00 | SW Corridor Plan - Year 3 |
| | 0 | 150,000 | 150,000 | 0.00 | Street plan connectivity |
| | (1,000,000) | 0 | (1,000,000) | 0.00 | Out of the Mud reduction |
| | 116,300 | 0 | 116,300 | 1.00 | Development review position |
| | 136,000 | 0 | 136,000 | 1.00 | Utility construction & inspection position |
| | 300,000 | 0 | 300,000 | 3.00 | Regulatory operations positions |
| | 100,000 | 0 | 100,000 | 1.00 | Photo radar position |
| | 140,000 | 0 | 140,000 | 1.00 | Capital program position |
| | 83,800 | 0 | 83,800 | 1.00 | Streetcar position |
| | 0 | 0 | 0 | 0.00 | Realignments affecting various positions |
| | 0 | 447,351 | 447,351 | 0.00 | OMF interagency balancing |
| | (94,632) | 0 | (94,632) | 0.00 | OMF IA reductions in COLA and health benefits |
| | (2,839) | 0 | (2,839) | 0.00 | Debt IA reduction due to OMF reorganization |
| | 0 | 25,000 | 25,000 | 0.00 | Additional work on Comp Plan paid for by BPS |
| | 165,767 | 0 | 165,767 | 0.00 | Reclass of position to City Traffic Engineer |
| | 0 | 1,320,413 | 1,320,413 | 0.00 | Increase in Facilities IA for parking garages work |
| | 0 | 6,196,131 | 6,196,131 | 0.00 | 10th/Yamhill Garage project added |
| Approved Budget Additions and Reductions | | | | | |
| | 3,000 | 0 | 3,000 | 0.00 | Right-of-way IA increase paid for by BES |
| | 250,000 | 0 | 250,000 | 0.00 | Restore a portion of Out of the Mud |
| | 0 | (1,466,538) | (1,466,538) | 0.00 | Naito Parkway Improvement Project not funded |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 1.00 | Realign resources to add engineer for bridges |
| | 0 | 24,842 | 24,842 | 0.00 | IA with Facilities for relocated daycare facility |
| | 5,000,000 | 0 | 5,000,000 | 13.00 | Street Repair & Traffic Safety program |
| | 0 | 40,000 | 40,000 | 0.00 | IA with BES for River Mile project |
| | 5,197,396 | 13,110,737 | 18,308,133 | 22.00 | Total FY 2016-17 Decision Packages |
| | | | 248,523,006 | 821.37 | Total Adopted Budget |

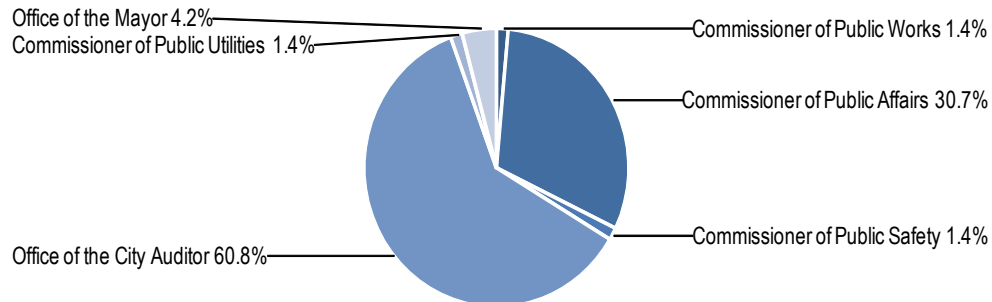
Elected Officials Service Area

- Office of the City Auditor
- Office of the Mayor
- Commissioner of Public Affairs
- Commissioner of Public Safety
- Commissioner of Public Utilities
- Commissioner of Public Works

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 65,958,078 | 74,965,423 | 9,007,345 | 13.66 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 65,958,078 | 74,965,423 | 9,007,345 | 13.66 |
| Authorized Positions | 108.15 | 108.75 | 0.60 | 0.55 |

Service Area Highlights

Description

The Elected Officials service area includes the offices of the Mayor, the Commissioners, and City Auditor.

Office of the Mayor

The FY 2016-17 Adopted Budget for the Office of the Mayor is \$3.1 million. This represents a 16.7% reduction from the FY 2015-16 Revised Budget, primarily due to the transfer of funding associated with the Compliance Officer and Community Liaison (COCL) and Community Oversight Advisory Board (COAB) to Special Appropriations. This includes \$634,316 from the Mayor's Office Budget. The Adopted Budget increases existing funding for the SummerWorks and Black Male Achievement program with additional one-time (\$294,000) and ongoing (\$10,000) General Fund resources, supporting a total of 220 interns in FY 2016-17. New ongoing resources (\$108,546) are added to create a Tribal Liaison position housed in the Mayor's Office to serve as the main point of contact for the City and the tribal public. One-time General Fund dollars in the amount of \$75,000 are transferred from the Portland Development Commission for administration of the B Corp Program.

Commissioners' Offices

The FY 2016-17 Adopted Budget for the Commissioner of Public Affairs includes \$60,000 in one-time General Fund resources to provide eviction prevention services through the Gateway Center for Domestic Violence Services.

Office of the City Auditor

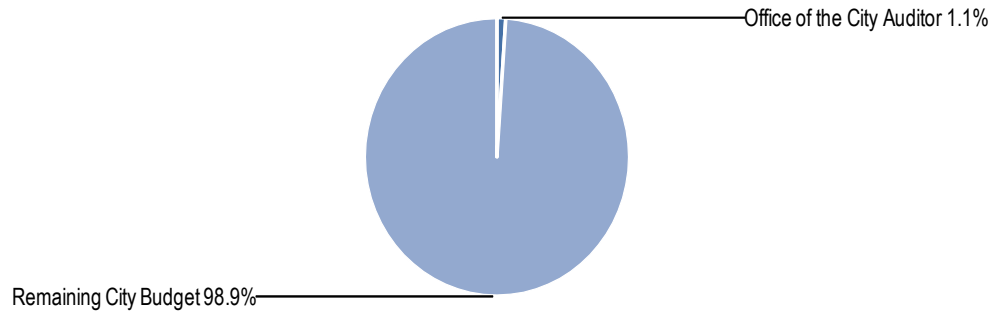
The Auditor's Office FY 2016-17 Adopted Budget includes 52.40 FTEs and a total budget of \$45.6 million. The program expenses total \$11.2 million. The Adopted Budget includes \$118,832 in ongoing General Fund resources to stabilize the funding structure of the City's Hearings Office, \$215,636 in ongoing General Fund dollars for two full-time complaint investigators in the Independent Police Review (IPR) program, and \$500,000 in a one-time cash transfer from the General Fund to the Local Improvement District Fund to reimburse expenses related to the implementation of the new liens management software. A new interagency agreement (\$9,488) funds the implementation of a political consultant registration and supporting software. The office's operating budget is reduced by \$103,954 in ongoing General Fund resources, which includes \$83,954 for external materials and services and \$20,000 for consultant services in the bureau's IPR program; no direct impacts to performance measures are anticipated as a result.

The Auditor's Office manages the Bancroft Bond Interest and Sinking Fund (\$20.8 million in the FY 2016-17 Adopted Budget), the Assessment Collection Fund (\$79,539), and the Local Improvement District Fund (\$14.9 million).

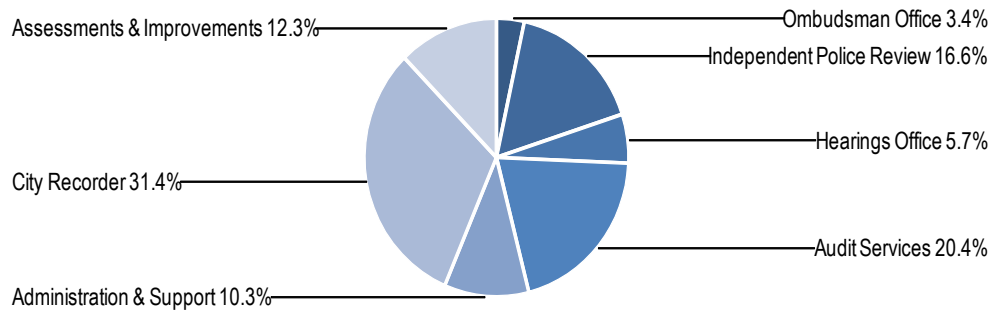
Office of the City Auditor

Elected Officials Service Area
Mary Hull Caballero, City Auditor

Percent of City Budget



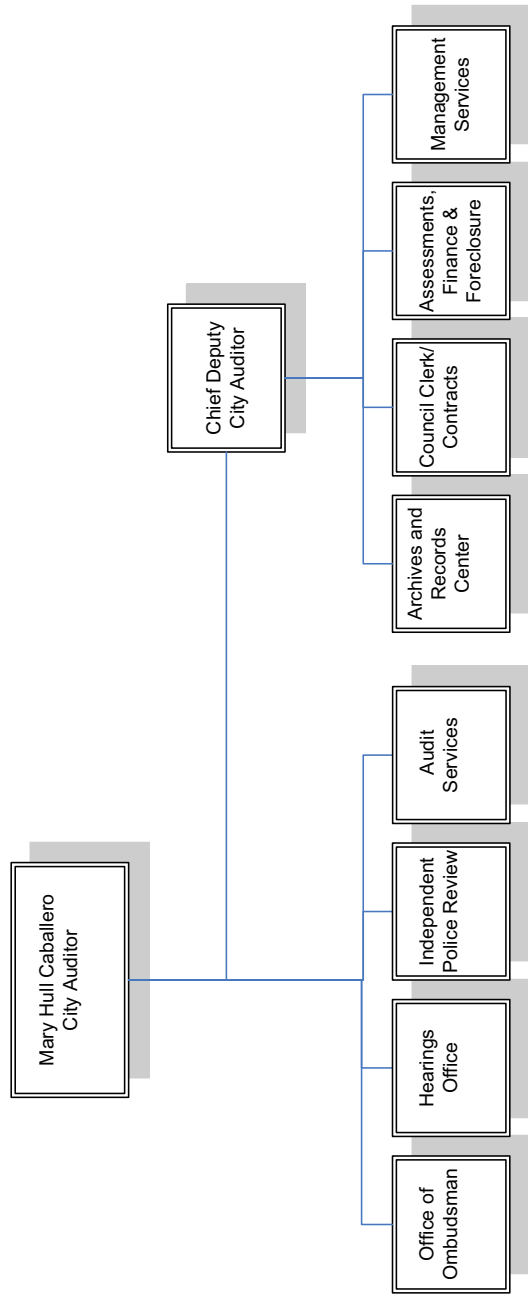
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 40,016,955 | 45,559,149 | 5,542,194 | 13.85 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 40,016,955 | 45,559,149 | 5,542,194 | 13.85 |
| Authorized Positions | 51.38 | 52.40 | 1.02 | 1.98 |

Office of the City Auditor



Bureau Summary

Bureau Mission

To promote open and accountable government by providing independent and impartial reviews, access to public information, and services for City government and the public.

Bureau Overview

The elected City Auditor provides accountability for the use of public resources. City Charter requires the Auditor to be professionally certified and assigns the Auditor a variety of responsibilities, including conducting performance audits, administering City elections, maintaining all official records of the City, overseeing the Council agenda and meetings, and other accountability functions. City Code also authorizes the Auditor to provide civilian oversight of the Portland Police Bureau, impartial hearings of appeals of City decisions, and independent investigations of complaints.

The FY 2016-17 General Fund budget for the Auditor's Office totals approximately \$9.8 million, which provides funding for a wide range of programs and responsibilities. The remainder of the budget appears in funds managed by the Assessments, Finance & Foreclosure program, which finances both large and small local improvement projects on behalf of other bureaus. These figures are displayed as part of the Auditor's Office overall budget in addition to the General Fund expenses.

Strategic Direction

Protect the Independence of the Auditor's Office

The Auditor's Office is a civic asset placed in the care of the elected Auditor. To provide critical public oversight, it must be independent from the executive branch bureaus it scrutinizes. The Auditor's independence is compromised by some internal policies and practices that require the Auditor's Office to make requests or seek approval from the very bureaus it must hold accountable. Portland's Auditor needs the same protection from executive branch intrusions that elected auditors in other jurisdictions have. They rely on voters to ensure that the elected auditor makes decisions that are in the best interest of the public. Other elected auditors may seek guidance or advice on internal matters, but they do not ask permission from those they regulate. It is a priority of the City Auditor to continue aligning Portland with its peers to ensure the Auditor's Office operates solely on behalf of the public.

Promote Transparency and Accountability

The recommendations of a communications work group, formed by the Auditor in 2015, will be set in motion to improve the accessibility of information by the public. The Auditor's Office produces written reports, Council meeting agendas, public records guides, and other documents each year that contain information vital for the public's ability to hold the City accountable. Plans are underway to distribute information in different formats and make better use of the City's website for timelier reporting.

Better communication will also raise awareness about the Auditor's Independent Police Review, City Ombudsman, and Hearings Office, which respond to community complaints about City actions. The office will also continue its focus on assessing progress toward the City's equity goals. For example, Audit Services has implemented a consideration of equity outcomes for every audit, which will ensure that potential disparities can be flagged for further analysis alongside efficiency and effectiveness issues.

Meet Expectations for Timely Police Misconduct Investigations

A settlement agreement between the City and the U.S. Department of Justice requires that administrative investigations of police misconduct complaints be completed within six months, which marks a significant expectation for improvement over past practice. The Auditor's Independent Police Review has taken steps to increase efficiency, streamline operations, and acquire additional staff. City Council needs to ensure that adequate resources are provided to achieve the settlement's timeliness standard as well as other requirements that will contribute to a growing caseload for the Auditor's Office.

Summary of Budget Decisions

Adds

Hearings Office Funding

The Adopted Budget allocates \$118,832 of ongoing General Fund resources to stabilize the funding structure of the City's Hearings Office. The additional funding offsets revenues previously collected from TriMet and code enforcement appeal fees. The new funding structure assumes that TriMet will no longer utilize services from the Hearing's Office after the existing intergovernmental agreement expires in November 2016. Furthermore, the office will implement fixed interagency agreements with the Portland Police Bureau, Bureau of Transportation, and Bureau of Development Services. These changes reflect a shift toward streamlined, internal funding of these services and decreases the administrative burden on Auditor's Office staff.

Independent Police Review Investigators

The budget allocates \$215,636 in ongoing General Fund resources for two full-time complaint investigators in the Independent Police Review (IPR) program. The positions are needed to address additional workload associated with the City's settlement agreement with the U.S. Department of Justice and the passage of House Bill 2002, a new state law related to profiling by law enforcement officers.

The additional investigators will enable IPR to conduct 25-35 investigations per year, complete the complaint intake process in a timelier manner, and continue to monitor cases that are referred to the Internal Affairs division at the Police Bureau. As a result of these added resources, IPR is expected to reach its long-term goal of 75% of investigations completed within 60 days.

Replenish Local Improvement District Fund for Liens Software

The Adopted Budget includes a one-time \$500,000 cash transfer from the General Fund to the Local Improvement District Fund to reimburse the fund for expenses related to the implementation of a new liens management software.

Political Consultant Reporting Software

The package includes \$9,488 of one-time General Fund resources for an interagency agreement with the Bureau of Technology Services to implement a new political consultant registration and reporting software.

OMF Interagency Adjustments

The package reflects an increase of \$256,332 in interagency costs resulting from approved packages in the Office of Management & Finance. The bureau received \$171,336 in ongoing General Fund resources and \$84,996 in one-time General Fund resources to cover the increased costs.

Carryovers**FY 2015-16 Carryover: Software and Security**

Due to delays in implementing solutions for Hearings Office caseload software and a new Regulation of Lobbying Entities lobbyist online application, the office carried over \$60,000 of one-time General Fund resources from FY 2015-16 to FY 2016-17.

The office also carried over \$30,000 of one-time General Fund resources from FY 2015-16 to FY 2016-17 for security enhancements in City Hall, communications consulting to improve written reports, and consulting to research potential reorganization options.

Cuts**Bureau-wide Cuts**

The package reduces ongoing General Fund resources for external materials and services by \$83,954. The reductions impact the office's ability to contract for outside expert services, cover expenses for supplies, and provide training opportunities for staff. No direct impacts to performance measures are expected.

Independent Police Review Cuts

Ongoing General Fund resources for consultant services to review officer-involved shootings and in-custody deaths are reduced by \$20,000. The office believes it can absorb the reduction by managing the timing and workflow of cases given to the consultant. No direct impacts to performance measures are expected.

Excess Reserves**Bancroft Bond Fund Excess Reserves**

As part of the Adopted Budget, Council declared \$1.7 million of Bancroft Bond Interest and Sinking Fund reserves as excess resources. These resources were transferred to the General Fund and allocated to various one-time programs and services.

Audit Services

Description

The mission of the Audit Services Division is to promote equitable, efficient, effective, and fully accountable City government. The division conducts independent audits in accordance with government auditing standards that provide objective information and recommendations to City elected officials, managers, and the public.

Performance and financial audit reports identify savings and revenue enhancements, strengthen management controls, and improve the equity, efficiency, and effectiveness of City government operations. Since 1985, Audit Services has issued more than 300 audit reports. Recent audits assessed the oversight of City Council grants; provided recommendations for City bureaus to improve administration of red light cameras; reviewed implementation of a voter approved arts tax; and examined City services and quality of life in Southwest Portland.

Goals

Audit Services supports the City goal of delivering efficient, effective, and accountable City services and the Auditor's Office goal of improving City accountability and performance by reporting impartial audit results and recommendations to decision-makers and the public.

Performance

Audit Services issued 12 audit reports in FY 2014-15 to help improve the City's accountability and to identify opportunities for increased efficiency and effectiveness. The goal for FY 2016-17 remains 12 reports. In FY 2014-15, the cost per audit hour was \$114; the projected cost for FY 2015-16 is \$122 per hour, and \$125 per hour is the goal in FY 2016-17. The measure of cost per audit hour can be reviewed against other audit providers' costs as well as used in forecasting the total audit costs. The number of audits issued is an important measure of office activity and productivity and can be compared year-to-year, as well as measured against other offices and against the number of auditors on staff.

In FY 2014-15, City management implemented, or was in the process of implementing, 80% of audit recommendations, a significant decrease after years of 93% implementation rate. The goal for FY 2016-17 remains the industry standard of 85%. As a long-term strategic goal for the City, the division has set a 90% rate for bureaus to implement or be in the progress of implementing Audit Services recommendations by FY 2021-22. This measure closely aligns with the Portland Plan's intention to be measurable and accountable in all of its stated goals and benchmarks. A failure of this long-term goal reflects the fact that recommendations are made that the City either decides against or cannot implement.

Changes to Services and Activities

In FY 2015-16, one position was moved to the Ombudsman's Office to rebalance the work of that division.

Recently, the Auditor introduced an equity lens to the auditing process by adding an equity analysis of affected protected classes. Auditors will review geographic, socio-economic, and cultural impacts, as well as disparities internally and externally throughout programs and services.

Office of the City Auditor

Elected Officials Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 12.12 | 12.12 | 11.80 | 10.40 | 11.40 |
| Expenditures | | | | | |
| Audit Services | 1,693,833 | 1,679,307 | 1,635,365 | 1,648,602 | 1,767,134 |
| CAFR Audit | 332,313 | 328,003 | 396,723 | 408,625 | 408,625 |
| Single Audit | 96,972 | 112,733 | 101,963 | 105,022 | 105,022 |
| Total Expenditures | 2,123,118 | 2,120,043 | 2,134,051 | 2,162,249 | 2,280,781 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of audit report recommendations implemented or in process | 93% | 80% | 85% | 85% | 85% |
| Efficiency | | | | | |
| Full cost per audit hour | \$114 | \$114 | \$122 | \$122 | \$125 |
| Workload | | | | | |
| Number of audit reports issued | 13 | 12 | 12 | 12 | 12 |

Independent Police Review

| | |
|---|--|
| Description | The Independent Police Review (IPR) is an impartial oversight agency under the authority of the independently elected City Auditor. IPR was created to improve police accountability, promote higher standards of police services, and increase public confidence. IPR receives complaints, conducts investigations, reviews and participates in ongoing police administrative investigations, and monitors and reports on complaint status. IPR participates as a voting member of the Police Review Board, which is the body that reviews allegations of police misconduct and recommends discipline. Through IPR's code authority, the City Auditor hires outside experts to review officer-involved shootings and in-custody deaths. Staff in IPR provide assistance to the Citizen Review Committee, which reviews and rules on appeals of investigation findings and advises the Portland Police Bureau. |
| Goals | The City Auditor's goal is to ensure that IPR carries out its civilian oversight responsibilities in a manner that is professional, unbiased, responsive, and fair. The work of IPR supports the City goal of delivering efficient, effective, and accountable services. |
| Performance | In FY 2014-15, IPR received approximately 386 complaints; 400 complaints are projected for FY 2016-17. In an effort to track the requirements of the City of Portland's settlement agreement with the Department of Justice, IPR has begun tracking the percent of investigations completed within 60 days. As a part of the agreement, the City is required to complete investigations of complaints against police in 180 days total; IPR has 60 days to complete its portion. IPR set a preliminary goal for FY 2016-17 of 30% of cases complete within 60 days. The Adopted Budget adds two investigator positions, which is estimated to increase the completion rate to 45%. IPR has set a long-term strategic goal to complete 75% of investigations within 60 days by FY 2018-19. |
| Changes to Services and Activities | Workload will continue to increase in response to the Department of Justice settlement agreement and the passage of House Bill 2002, which requires investigations of profiling complaints. The law also expanded the definition of profiling to include several categories in addition to race. To address significant workload increases in light of these new requirements, the budget adds two complaint investigator positions. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 11.50 | 11.50 | 12.08 | 13.50 | 13.50 |
| Expenditures | | | | | |
| Independent Police Review | 1,357,233 | 1,522,715 | 1,700,602 | 1,852,025 | 1,852,025 |
| Total Expenditures | 1,357,233 | 1,522,715 | 1,700,602 | 1,852,025 | 1,852,025 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Efficiency | | | | | |
| Percentage of IPR investigations completed in 60 days | NA | NA | 20% | 30% | 45% |

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of community complaints to Independent Police Review | 421 | 386 | 388 | 400 | 400 |

Ombudsman Office

Description

The Ombudsman's Office is an independent, impartial program that receives complaints from the public and City employees about administrative acts of the City. The Ombudsman has the authority to investigate complaints to determine whether the City has acted fairly and reasonably. If a complaint is substantiated, the Ombudsman will work with the complainant and the bureau to find a fair solution and may advocate for systemic changes to policies or procedures to avoid subsequent problems. If a complaint is unfounded, the Ombudsman will explain the reasoning and the implications to the complainant.

The Ombudsman's Office plays a significant role in addressing public concerns, thus avoiding more costly conflicts and increasing trust in government. The Ombudsman promotes government accountability by conducting impartial administrative investigations, identifying areas for systemic reform, targeting outreach to historically underserved communities, and managing the Auditor's anonymous tip line, www.opencitytipline.com, which receives reports of alleged fraud, waste, abuse, and other governmental misconduct.

Goals

The Ombudsman's Office supports the City goal of providing responsive, equitable, and effective municipal services and the Auditor's goals of improving City accountability and providing meaningful oversight of City bureaus. By resolving complaints and making recommendations to improve administrative practices and procedures, the Ombudsman promotes fairness and justice in City government.

Performance

The Ombudsman's Office responds to more than 400 new contacts annually. The Office focuses on investigating complaints that either suggest a system-wide problem or that involve an important principle of good government. For FY 2014-15, the goal was for bureaus to accept at least 60% of the Ombudsman's recommendations; the actual acceptance rate was much higher, at 87%. The acceptance goal in FY 2016-17 has been increased to 75%.

Changes to Services and Activities

In FY 2015-16, the Auditor restored the Deputy Ombudsman position, allowing the Ombudsman's Office to conduct more high-impact investigations and pursue administrative and legislative reform based on the results of those investigations.

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE & Financials | | | | | |
| FTE | 1.50 | 1.50 | 2.50 | 2.50 | 2.50 |
| Expenditures | | | | | |
| Ombudsman Office | 179,016 | 205,790 | 340,467 | 380,270 | 380,270 |
| Total Expenditures | 179,016 | 205,790 | 340,467 | 380,270 | 380,270 |
| | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Performance | | | | | |
| Key Performance Measure | | | | | |
| Percentage of Ombudsman's Office recommendations accepted by bureaus | 90% | 87% | 85% | 75% | 75% |

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of complaints and requests to the Ombudsman | 414 | 455 | 420 | 380 | 380 |

Hearings Office

| | |
|---|---|
| Description | <p>The Hearings Office provides a forum for public hearings and renders objective decisions based on City Code on matters over which City Council grants it jurisdiction. The office hears cases initiated by a government body against a person or property and cases brought by parties who believe that a governmental determination is not legally or factually correct.</p> <p>The office provides appeal hearings for City bureaus, conducts hearings on certain types of land use applications, and hears cases pursuant to intergovernmental agreements with other agencies, primarily TriMet.</p> |
| Goals | <p>The office supports the City goal of delivering efficient, effective, and accountable municipal services and the Auditor's goal of improving City accountability and performance by reporting its independent and impartial reviews, findings, conclusions, and recommendations.</p> |
| Performance | <p>In FY 2014-15, the Hearings Office processed 637 cases; the estimate for FY 2016-17 is 700 cases. The number and types of cases brought to the Hearings Office is very difficult to project.</p> |
| Changes to Services and Activities | <p>The Hearings Office has recently undergone changes to improve access and service. Last year, Council approved an ordinance to eliminate economic and other barriers to community members who wish to appeal a City decision. Today, filing for an appeal is centralized at the Hearings Office and notification requirements are in place. The Hearings Office has seen a small uptick in the number of appeals being filed, but the additional volume of cases is not enough to warrant additional staffing at this time. The Auditor's Office will continue to monitor workload.</p> <p>The Hearings Office administers cases on behalf of the City Council and is located within the Auditor's Office at the Auditor's consent. The Auditor has agreed to continue overseeing the office with the change in funding in the FY 2016-17 Adopted Budget. The funding changes include interagency agreements with the heaviest users of Hearings Office services, based on historical usage, and increased General Funds to ensure minimum staffing levels are maintained. The funding structure also limits the administrative load on Auditor's Office staff.</p> |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 |
| Expenditures | | | | | |
| Hearings Office | 513,116 | 581,318 | 736,373 | 633,376 | 634,754 |
| Total Expenditures | 513,116 | 581,318 | 736,373 | 633,376 | 634,754 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Workload | | | | | |
| Number of code, appeal, land use, and tow Hearings Office cases | 696 | 637 | 690 | 700 | 700 |

City Recorder

| | |
|---|--|
| Description | <p>The City Recorder function consists of two divisions that develop and maintain accurate and objective documentation of City business and records. These are the Council Clerk & Contracts and the Archives & Records Management divisions.</p> |
| | <p>Council Clerk & Contracts</p> <p>As the administrator of Council sessions, Council Clerk staff prepare the agenda, process ordinances and resolutions, compile official minutes, and provide easy access to Council proceedings. Staff also produce the official versions of City Charter and Code, give final approval of City contract documents, approve claims for payment against the City, and disburse payments.</p> <p>Archives & Records Management</p> <p>Archives & Records Management is responsible for records retention schedules, records storage, confidential records destruction, preservation of historical records, and reference and retrieval services for the public and City employees at the Portland Archives and Records Center. Staff assist elected officials and bureaus in managing their public records legally and efficiently. They help bureaus to develop records retention schedules that meet their needs and give guidance and instruction on public records issues. Archives & Records Management also administers the Efiles HPRM/TRIM electronic records management and retention system to ensure that the City's electronic records comply with retention regulations and are easily accessible.</p> |
| Goals | <p>This program supports the City goal of delivering efficient, effective, and accountable services and the Auditor Office's goal of ensuring open and transparent Council deliberations and access to records.</p> |
| Performance | <p>In FY 2014-15, the average time to provide Council meeting minutes to the public was 6 months, an improvement of 3 months from the previous year. The division expects to increase this turnaround to an average of 3 months in FY 2016-17. An increase of a .5 FTE to 1.0 FTE in FY 2014-15 improved the ability of the division to process all Council documents. In FY 2014-15, the Council Clerk spent 273 hours in Council meetings. The estimate for FY 2016-17 is 250 hours, based on current meeting lengths.</p> <p>In FY 2014-15, the number of Efiles records viewed by the public was 2,908,457 and the projection for FY 2015-16 is 4,449,742 representing an estimated 53% increase in records viewed. The goal for FY 2016-17 is a 50% increase. In FY 2014-15, the division assisted 993 researchers and expects 950 in FY 2016-17. Costs per HPRM/TRIM transaction continue to decrease as use of the system increases Citywide. Costs were approximately \$0.10 per transaction for FY 2014-15, and the goal is \$0.09 in FY 2016-17.</p> |
| Changes to Services and Activities | <p>City employees and the public continue to heavily access public documents through HPRM/TRIM and EFiles (the public access portal of HPRM/TRIM). Assisting employees and the public with public records requests and research continues at a level that has more than doubled since the Portland Archives Records Center moved to the Portland State University campus in May 2010.</p> |

Office of the City Auditor

Elected Officials Service Area

Working closely with the City Attorney's Office, Archives and Records Management is working to develop more effective standards for managing email, and continues its efforts to deploy HPRM/TRIM to additional bureaus. To improve employees' knowledge and understanding of their public recordkeeping responsibilities and expectations, Archives & Records Management is developing online, interactive records management training and plans to have it deployed in FY 2016-17.

The Council Clerk & Contracts division oversees the closed-captioning of Council work sessions, which is a requirement for all videos posted to the City's website under a 2013 ordinance. The length of these meetings continues to rise, impacting the costs the Auditor's Office must pay to the vendor to caption additional hours of video.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 13.50 | 14.00 | 14.00 | 14.00 | 14.00 |
| Expenditures | | | | | |
| Archives & Records Management | 2,437,263 | 2,556,349 | 2,675,925 | 2,640,971 | 2,640,971 |
| Council Clerk & Contracts | 749,887 | 779,798 | 857,222 | 863,445 | 863,445 |
| Total Expenditures | 3,187,150 | 3,336,147 | 3,533,147 | 3,504,416 | 3,504,416 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Annual percentage change in electronic documents viewed through E-files (public portal) | 18% | 172% | 53% | 50% | 50% |
| Effectiveness | | | | | |
| Number of electronic documents viewed through E-Files (public portal) | 1,070,735 | 2,908,457 | 4,449,742 | 6,674,613 | 6,674,613 |
| Efficiency | | | | | |
| TRIM transaction cost per record | \$0.12 | \$0.10 | \$0.08 | \$0.09 | \$0.09 |
| Average number of months to make Council meeting minutes available to public | 9 | 6 | 4 | 3 | 3 |
| Workload | | | | | |
| Number of researchers assisted by Portland Archives and Records Center staff | 937 | 993 | 920 | 950 | 950 |
| Number of hours Clerk spends in Council meetings | 203 | 273 | 265 | 250 | 250 |

Assessments & Improvements

(Assessments, Finance, and Foreclosure)

| | |
|---|---|
| Description | <p>The Assessments, Finance, and Foreclosure program provides a wide range of services to property owners through special assessments. The program helps plan and finance local improvement projects, such as sewer, street, and sidewalk improvements. The program also assists with code enforcement efforts, such as nuisance abatements and demolitions, assesses penalties, and provides property owners with a variety of financing mechanisms to pay off assessments. The program oversees the Local Improvement District (LID) Fund, the Bancroft Bond Fund, and the Assessment Collection Fund.</p> <p>The primary objective of the Foreclosure program is to protect the interest of bondholders and taxpayers by recovering costs incurred by the City. Program staff work closely with the Portland Bureau of Transportation, Bureau of Development Services, Bureau of Environmental Services, Portland Water Bureau, and Portland Parks & Recreation in providing counseling and assistance to property owners regarding their assessments. Staff investigates and conducts research to see if individuals qualify for financial assistance, prepares individual payment plans, and contacts other agencies for assistance as needed.</p> |
| Goals | The Assessments, Finance, and Foreclosure program supports the City's goal of improving the quality of life in the neighborhoods and the bureau goal of providing accurate assessment recordings, financing, and information to protect the interest of City bureaus, bondholders, and taxpayers. |
| Performance | In FY 2014-15, the Foreclosure program, which works with homeowners to collect back-owed liens and other debts and to prevent foreclosure, collected \$1.28 million dollars. The goal for FY 2016-17 is lowered to \$900,000, due to the decrease in number of liens placed for housing maintenance cases. For the Assessment program, in FY 2014-15, there were 1,953 new assessments; the estimate for FY 2016-17 is 1,649. In FY 2014-15, there were 977 assessments per staff person; there are 825 estimated for FY 2016-17. Activity level is based on the number, size, scope, and timing of projects brought by other bureaus for assessment. Large LID assessments, such as for the Portland Streetcar project, are a primary driver of workload. |
| Changes to Services and Activities | Funding activity will continue to be moderate in FY 2016-17 with final assessment of several medium size LID projects. Significant budget changes can occur with the sale of the special assessment bonds to finance large LID projects and the increased use of system development charges to pay for City infrastructure. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Expenditures | | | | | |
| Assessments & Improvements | 1,270,843 | 1,600,471 | 1,746,085 | 1,370,351 | 1,370,351 |
| Total Expenditures | 1,270,843 | 1,600,471 | 1,746,085 | 1,370,351 | 1,370,351 |

Office of the City Auditor

Elected Officials Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effectiveness | | | | | |
| Annual amount recovered in lieu of foreclosure by the Foreclosure program | \$1,223,348 | \$1,284,942 | \$1,000,000 | \$900,000 | \$900,000 |
| Efficiency | | | | | |
| Number of assessments per staff person | 1,916 | 977 | 803 | 825 | 825 |
| Workload | | | | | |
| Number of new liens assessed | 3,831 | 1,953 | 1,606 | 1,649 | 1,649 |

Administration & Support

| | |
|---|---|
| Description | Direct Public Support |
| | Management Services provides direct support to the public. This division houses the City Elections program, which is responsible for managing elections processes for the City. Management Services also administers the Lobbyist Registration program, which registers lobbying entities, receives and publishes lobbying reports, and maintains the online reporting application. Management Services administers and maintains the repository of the Portland Policy Documents. Staff members review documents that add, delete, and/or amend Citywide policies and makes them available online. |
| | Administrative Support |
| | Management Services is also the Auditor's executive office, providing leadership, accountability, and support for all activities of the bureau. These functions include policy analysis, budgeting, accounting, human resources, timekeeping, maintenance of online presence, purchasing, and information technology projects and systems. This division serves as a contact point for other bureaus and offices in the City. |
| Goals | Management Services helps attain the City's goal of delivering efficient, effective, and accountable municipal services, as well as the Auditor's goal of providing leadership and accountability. |
| Performance | In FY 2014-15, administrative costs were 8% of the total operating budget, meeting the goal of being under 10%. The FY 2016-17 target is 7%. In FY 2014-15, the Elections Officer processed 6 elections filings in an off-election year, including several initiative petition filings. The Elections Office expects 25 filings by the end of FY 2015-16, and 5 filings in FY 2016-17 during an off-election year. |
| Changes to Services and Activities | The Auditor anticipates changes to the program in FY 2016-17 that include enhancements to the Lobbyist Registration program responsibilities and improvements to the online registration system. Additionally, a number of reorganizations within the Auditor's Office are planned and will increase the workload for planning, human resources, and administrative support. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 4.50 | 4.50 | 4.50 | 4.50 | 4.50 |
| Expenditures | | | | | |
| Administration & Support | 658,080 | 668,157 | 773,692 | 1,139,120 | 1,155,624 |
| Total Expenditures | 658,080 | 668,157 | 773,692 | 1,139,120 | 1,155,624 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Efficiency | | | | | |
| Administrative costs as a percentage of total budget: goal is 10% or less | 7.6% | 8.0% | 7.0% | 7.0% | 7.0% |

Office of the City Auditor

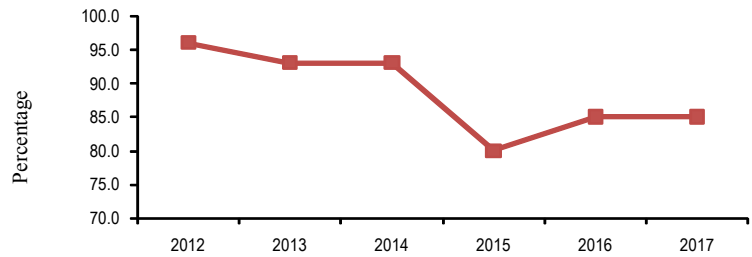
Elected Officials Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|----------------------------|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Workload | | | | | |
| Number of election filings | 13 | 6 | 25 | 5 | 5 |

Performance Measures

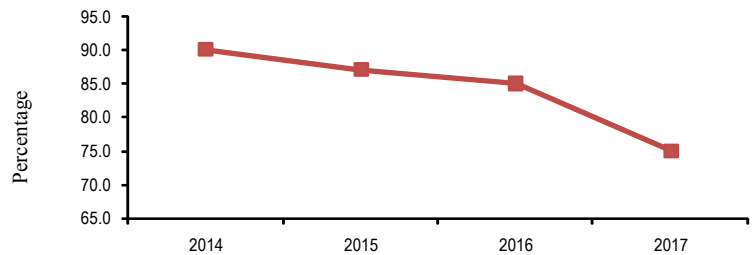
Percentage of Audit Recommendations Implemented or in Process

In FY 2014-15, 80% of Audit Service's report recommendations were implemented or in the process of being implemented by City bureaus. The goal for FY 2016-17 is 85%, which is within the industry standard.



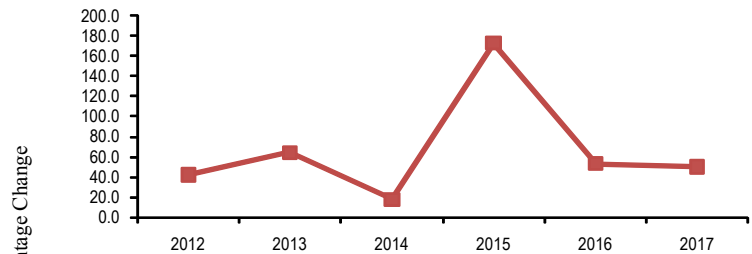
Percentage of Ombudsman's Office Recommendations Accepted by Bureaus

In FY 2014-15, the goal was set to have 60% of the Ombudsman's recommendations accepted by City bureaus. That year, the office reached an actual acceptance rate of 87%. The goal for FY 2016-17 is subsequently increased to 75%.



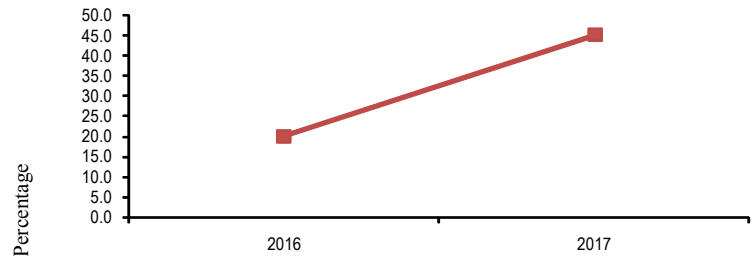
Annual Percentage Change in Electronic Documents Viewed through E-files (Public Portal)

This measure tracks the percentage change in the number of electronic documents viewed in E-files, the online public portal for City records. The percent change in FY 2014-15 increased by 172%. It is difficult to predict trends in the number of documents viewed by the public. Based on current views, a 53% increase is projected in FY 2015-16 and a 50% increase is the estimate for FY 2016-17. The overall upward trend in public views of documents through E-files shows a continued increase in public access to City records.



Percent of IPR Investigations Completed Within 60 Days

This new measure tracks a key deadline for compliance with the City's portion of the settlement agreement with the U.S. Department of Justice. The 60 day deadline is the Independent Police Review's portion of time to complete an investigation. For FY 2016-17, the program expects to complete 45% of cases within the deadline. The division's long-term strategic goal, which would require new resources, is to reach 75% of investigations completed within 60 days by FY 2018-19.



| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 1,135,810 | 1,319,553 | 1,316,341 | 1,248,230 | 1,171,045 |
| Bond & Note | 8,448,802 | 0 | 4,759,678 | 9,027,599 | 9,027,599 |
| Miscellaneous | 19,858,161 | 10,127,372 | 7,690,883 | 8,487,937 | 8,487,937 |
| Total External Revenues | 29,442,773 | 11,446,925 | 13,766,902 | 18,763,766 | 18,686,581 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 2,636,954 | 3,617,190 | 4,091,431 | 4,237,707 | 4,334,984 |
| General Fund Overhead | 4,999,159 | 4,654,012 | 4,742,122 | 5,067,499 | 5,183,821 |
| Fund Transfers - Revenue | 60 | 64,414 | 0 | 500,000 | 500,000 |
| Interagency Revenue | 730,140 | 139,333 | 118,683 | 165,000 | 165,000 |
| Total Internal Revenues | 8,366,313 | 8,474,949 | 8,952,236 | 9,970,206 | 10,183,805 |
| Beginning Fund Balance | 19,330,207 | 17,993,650 | 17,297,817 | 16,688,763 | 16,688,763 |
| Total Resources | \$57,139,293 | \$37,915,524 | \$40,016,955 | \$45,422,735 | \$45,559,149 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 5,345,801 | 5,653,086 | 6,053,156 | 6,121,221 | 6,239,753 |
| External Materials and Services | 946,577 | 1,351,601 | 1,673,711 | 1,523,032 | 1,523,032 |
| Internal Materials and Services | 3,647,885 | 3,279,976 | 3,237,550 | 3,397,554 | 3,415,436 |
| Total Bureau Expenditures | 9,940,263 | 10,284,663 | 10,964,417 | 11,041,807 | 11,178,221 |
| Fund Expenditures | | | | | |
| Debt Service | 22,578,704 | 10,319,764 | 9,586,848 | 12,375,028 | 12,375,028 |
| Contingency | 0 | 0 | 2,591,730 | 2,886,682 | 2,886,682 |
| Fund Transfers - Expense | 6,626,676 | 13,334 | 2,974,222 | 5,487,264 | 5,487,264 |
| Debt Service Reserves | 0 | 0 | 13,899,738 | 13,631,954 | 13,631,954 |
| Total Fund Expenditures | 29,205,380 | 10,333,098 | 29,052,538 | 34,380,928 | 34,380,928 |
| Ending Fund Balance | 17,993,650 | 17,297,763 | 0 | 0 | 0 |
| Total Requirements | \$57,139,293 | \$37,915,524 | \$40,016,955 | \$45,422,735 | \$45,559,149 |
| Programs | | | | | |
| Administration & Support | 658,080 | 668,157 | 773,692 | 1,139,120 | 1,155,624 |
| Assessments & Improvements | 1,270,843 | 1,600,471 | 1,746,085 | 1,370,351 | 1,370,351 |
| Assessments, Finance & Foreclosure | 651,709 | 249,997 | 0 | 0 | 0 |
| Audit Services | 2,123,118 | 2,120,043 | 2,134,051 | 2,162,249 | 2,280,781 |
| Campaign Finance | (2) | 0 | 0 | 0 | 0 |
| City Recorder | 3,187,150 | 3,336,147 | 3,533,147 | 3,504,416 | 3,504,416 |
| Hearings Office | 513,116 | 581,318 | 736,373 | 633,376 | 634,754 |
| Independent Police Review | 1,357,233 | 1,522,715 | 1,700,602 | 1,852,025 | 1,852,025 |
| Ombudsman Office | 179,016 | 205,790 | 340,467 | 380,270 | 380,270 |
| Progress Board | 0 | 25 | 0 | 0 | 0 |
| Total Programs | 9,940,263 | \$10,284,663 | \$10,964,417 | \$11,041,807 | \$11,178,221 |

Elected Officials Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 1.00 | 68,352 | 1.00 | 71,148 | 1.00 | 71,148 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 1.00 | 61,121 | 1.00 | 63,626 | 1.00 | 63,626 |
| 30002208 | Archives & Records Mgmt Coord | 65,957 | 87,963 | 2.00 | 173,079 | 2.00 | 175,451 | 2.00 | 175,451 |
| 30000542 | Archives & Records Mgmt Spec | 45,885 | 70,637 | 2.00 | 92,244 | 2.00 | 96,012 | 2.00 | 96,012 |
| 30000544 | Archives & Records Mgmt Spec, Sr | 59,800 | 79,726 | 1.00 | 73,116 | 1.00 | 75,855 | 1.00 | 75,855 |
| 30000545 | Archivist, City | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000551 | Audit Services, Director of | 94,931 | 128,627 | 1.00 | 128,628 | 1.00 | 128,628 | 1.00 | 128,628 |
| 30000558 | Auditor, Chief Deputy City | 94,931 | 128,627 | 1.00 | 128,628 | 1.00 | 128,628 | 1.00 | 128,628 |
| 30000003 | Auditor, City | 113,131 | 113,131 | 1.00 | 113,136 | 1.00 | 113,136 | 1.00 | 113,136 |
| 30000448 | Business Systems Analyst | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000546 | Clerk to City Council | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000491 | Community Outreach & Informtn Assistant | 49,275 | 75,899 | 1.00 | 57,336 | 1.00 | 59,682 | 1.00 | 59,682 |
| 30000492 | Community Outreach & Informtn Rep | 59,800 | 79,726 | 2.00 | 159,456 | 1.00 | 79,728 | 2.00 | 159,456 |
| 30000553 | Complaint Investigator | 62,795 | 83,720 | 6.00 | 452,243 | 8.00 | 603,118 | 8.00 | 603,118 |
| 30000547 | Council Support & Contracts Supervisor | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000568 | Financial Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000552 | Foreclosure Program Manager | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000028 | Hearings Clerk | 47,694 | 62,733 | 2.00 | 125,472 | 2.00 | 125,472 | 2.00 | 125,472 |
| 30000598 | Hearings Officer | 94,931 | 128,627 | 1.00 | 128,628 | 1.00 | 128,628 | 1.00 | 128,628 |
| 30000556 | IPR Program Manager | 94,931 | 128,627 | 1.00 | 121,554 | 1.00 | 126,318 | 1.00 | 126,318 |
| 30000555 | IPR Program Manager, Assistant | 76,294 | 102,544 | 1.00 | 96,948 | 1.00 | 100,673 | 1.00 | 100,673 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 2.00 | 160,164 | 2.00 | 162,774 | 2.00 | 162,774 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 2.00 | 139,837 | 2.00 | 144,393 | 2.00 | 144,393 |
| 30000550 | Management Auditor, Principal | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000549 | Management Auditor, Sr | 69,285 | 92,498 | 7.00 | 561,312 | 7.00 | 628,912 | 7.00 | 628,912 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 2.00 | 78,708 | 2.00 | 85,506 | 2.00 | 85,506 |
| 30000013 | Office Support Specialist III | 44,075 | 58,406 | 2.00 | 102,480 | 2.00 | 107,109 | 2.00 | 107,109 |
| 30000554 | Ombudsman, City | 82,098 | 109,346 | 1.00 | 95,274 | 1.00 | 99,180 | 1.00 | 99,180 |
| TOTAL FULL-TIME POSITIONS | | | | 48.00 | 3,855,068 | 49.00 | 4,041,329 | 50.00 | 4,121,057 |
| 30000598 | Hearings Officer | 94,931 | 128,627 | 0.50 | 47,472 | 0.50 | 47,472 | 0.50 | 47,472 |
| 30000555 | IPR Program Manager, Assistant | 76,294 | 102,544 | 0.50 | 45,172 | 0.50 | 47,026 | 0.50 | 47,026 |
| 30000549 | Management Auditor, Sr | 69,285 | 92,498 | 1.80 | 86,880 | 1.40 | 124,366 | 1.40 | 124,366 |
| TOTAL PART-TIME POSITIONS | | | | 2.80 | 179,524 | 2.40 | 218,864 | 2.40 | 218,864 |
| 30000553 | Complaint Investigator | 62,795 | 83,720 | 0.58 | 36,631 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.58 | 36,631 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 51.38 | 4,071,223 | 51.40 | 4,260,193 | 52.40 | 4,339,921 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

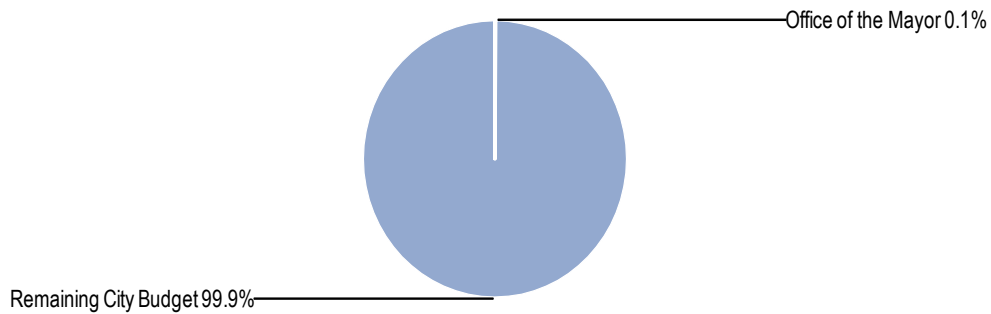
| Action | Amount | | | FTE | Decision |
|---|----------------|----------------|-------------------|--------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 10,710,719 | 0 | 10,710,719 | 50.40 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 0 | 0 | 0 | 0.00 | Hearings Office |
| | 215,636 | 0 | 215,636 | 2.00 | IPR investigators |
| | 171,336 | 76,602 | 247,938 | 0.00 | OMF interagency balancing |
| | 0 | 90,000 | 90,000 | 0.00 | Carryover - software & security |
| | (83,954) | 0 | (83,954) | 0.00 | Bureau-wide cuts |
| | (118,532) | 0 | (118,532) | (1.00) | Audit Services reduction |
| | (20,000) | 0 | (20,000) | 0.00 | IPR cuts |
| Approved Budget Additions and Reductions | | | | | |
| | 118,532 | 0 | 118,532 | 1.00 | Restore Audit Services reduction |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 8,394 | 8,394 | 0.00 | OMF interagency balancing |
| | 0 | 0 | 0 | 0.00 | Hearings Office - backfill loss of TriMet revenues |
| | 0 | 9,488 | 9,488 | 0.00 | Political consultant reporting software |
| | 283,018 | 184,484 | 467,502 | 2.00 | Total FY 2016-17 Decision Packages |
| | | | 11,178,221 | 52.40 | Total Adopted Budget |

Office of the Mayor

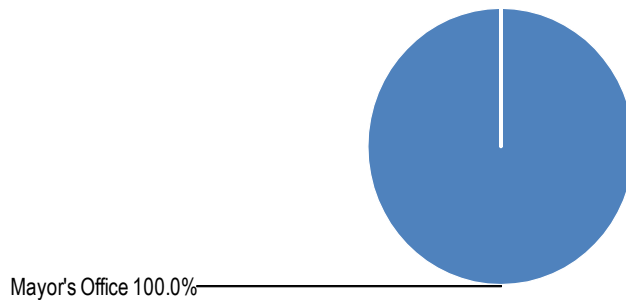
Elected Officials Service Area

Mayor Charlie Hales, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 3,766,134 | 3,136,687 | (629,447) | (16.71) |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 3,766,134 | 3,136,687 | (629,447) | (16.71) |
| Authorized Positions | 17.00 | 17.00 | 0.00 | 0.00 |

Bureau Summary

Bureau Overview

The Mayor's Office is the central hub for all City business and affairs. The FY 2016-17 Adopted Budget for the Mayor's Office reflects this by dedicating staff and programs to address the concerns of Portland residents and City bureaus.

Bureau Assignments Mayor Hales has the following City bureaus in his portfolio:

- ◆ Bureau of Planning & Sustainability
- ◆ City Budget Office
- ◆ Fire & Police Disability & Retirement
- ◆ Portland Development Commission
- ◆ Portland Police Bureau
- ◆ Office of the City Attorney
- ◆ Office of Equity & Human Rights
- ◆ Office of Management & Finance
- ◆ Office of Government Relations

In addition, the Mayor has the following liaison responsibilities:

- ◆ Business Licenses Board of Appeals
- ◆ Human Rights Commission
- ◆ Fire & Police Disability & Retirement Board
- ◆ Metro Policy Advisory Committee
- ◆ Metro Solid Waste Advisory Committee
- ◆ Multnomah Youth Commission
- ◆ Office of Film & Video
- ◆ Office of Youth Violence Prevention
- ◆ Planning & Sustainability Commission
- ◆ Portland Commission on Disability
- ◆ Portland Harbor Superfund
- ◆ Rose Festival Association
- ◆ Sister Cities
- ◆ Compliance Officer and Community Liaison

Summary of Budget Decisions

Adds

Summer Works

The Adopted Budget includes \$294,000 in one-time General Fund resources and \$10,000 in ongoing General Fund dollars to support the SummerWorks and Black Male Achievement youth employment programs. The office's base budget contains \$180,000 in ongoing funding for these programs. The total ongoing and one-time resources will support 220 interns in FY 2016-17.

Tribal Liaison

The FY 2016-17 Adopted Budget includes \$108,546 in ongoing General Fund resources to fund a Commissioner Staff Representative in the Mayor's Office to provide liaison services between the City and the local tribal communities. This position will serve as the primary point of contact for the City and the tribal public, providing expertise on tribal history, treaties, sovereignty, self-governance, protocols, customs and traditions, natural resources, relevant economic enterprises and cultural properties. The liaison will be responsible for American Indian/Alaska Native policy development, and facilitating the City's relationships with Native American tribal governments, affiliated entities, and members living in Portland. There is no change to the office's FTE count, as there is existing position authority.

Interagency Balancing

This package reflects an increase of \$103,446 in interagency costs from the Office of Management & Finance. These new resources will help fund the Bureau of Technology Services data center move, City Hall security and major maintenance, and relocation of the daycare center. An adjustment to the office's General Fund target was made to balance the increased costs.

Portland Benefit Corporation (B Corp) Program

The Adopted Budget transfers \$75,000 in one-time General Fund resources from the Portland Development Commission to the Office of the Mayor for administration of the B Corp program.

Realignment

Transfer COCL to Special Appropriations

In the FY 2016-17 Adopted Budget, \$634,316 of ongoing General Fund resources are transferred from the Mayor's Office to Special Appropriations for continued support of the Compliance Officer and Community Liaison (COCL) contract costs, COCL program expenses, and support for the Community Oversight Advisory Board (COAB).

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Intergovernmental | 35,392 | 11,797 | 0 | 0 | 0 |
| Miscellaneous | 408 | 0 | 0 | 0 | 0 |
| Total External Revenues | 35,800 | 11,797 | 0 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 721,374 | 1,371,853 | 2,550,003 | 1,749,154 | 1,590,725 |
| General Fund Overhead | 1,666,553 | 1,145,021 | 1,216,131 | 1,544,083 | 1,545,962 |
| Total Internal Revenues | 2,387,927 | 2,516,874 | 3,766,134 | 3,293,237 | 3,136,687 |
| Beginning Fund Balance | 0 | (4,381) | 0 | 0 | 0 |
| Total Resources | \$2,423,727 | \$2,524,290 | \$3,766,134 | \$3,293,237 | \$3,136,687 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 1,370,239 | 1,639,381 | 1,818,488 | 1,994,022 | 1,865,190 |
| External Materials and Services | 776,317 | 625,214 | 1,432,259 | 823,001 | 791,833 |
| Internal Materials and Services | 281,552 | 295,086 | 415,387 | 476,214 | 479,664 |
| Total Bureau Expenditures | 2,428,108 | 2,559,681 | 3,666,134 | 3,293,237 | 3,136,687 |
| Fund Expenditures | | | | | |
| Fund Transfers - Expense | 0 | 0 | 100,000 | 0 | 0 |
| Total Fund Expenditures | 0 | 0 | 100,000 | 0 | 0 |
| Ending Fund Balance | (4,381) | (35,391) | 0 | 0 | 0 |
| Total Requirements | \$2,423,727 | \$2,524,290 | \$3,766,134 | \$3,293,237 | \$3,136,687 |
| Programs | | | | | |
| Mayor's Office | 2,002,634 | 2,516,499 | 3,666,134 | 3,293,237 | 3,136,687 |
| Mayor's Office - Public Safety | 425,474 | 43,182 | 0 | 0 | 0 |
| Total Programs | 2,428,108 | \$2,559,681 | \$3,666,134 | \$3,293,237 | \$3,136,687 |

Elected Officials Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000004 | Commissioner's Admin Support Specialist | 39,853 | 61,381 | 1.00 | 40,524 | 1.00 | 41,904 | 1.00 | 41,904 |
| 30000005 | Commissioner's Staff Rep | 50,627 | 92,518 | 13.00 | 866,043 | 14.00 | 979,633 | 13.00 | 887,113 |
| 30000001 | Mayor | 134,326 | 134,326 | 1.00 | 134,328 | 1.00 | 134,328 | 1.00 | 134,328 |
| 30000008 | Mayor's Chief of Staff | 97,968 | 122,450 | 1.00 | 110,004 | 1.00 | 114,516 | 1.00 | 114,516 |
| 30000007 | Mayor's Deputy Chief of Staff | 81,349 | 101,712 | 1.00 | 85,284 | 1.00 | 88,776 | 1.00 | 88,776 |
| TOTAL FULL-TIME POSITIONS | | | | 17.00 | 1,236,183 | 18.00 | 1,359,157 | 17.00 | 1,266,637 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 17.00 | 1,236,183 | 18.00 | 1,359,157 | 17.00 | 1,266,637 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

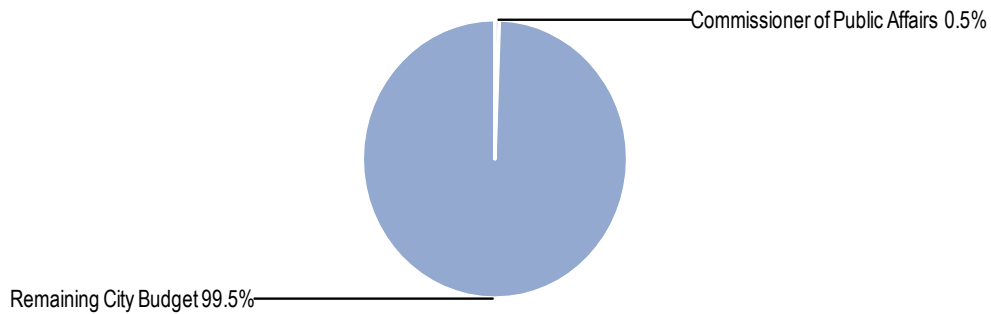
| Action | Amount | | | FTE | Decision |
|---|------------------|----------------|------------------|--------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 3,118,571 | 0 | 3,118,571 | 17.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | (10,301) | 0 | (10,301) | 0.00 | COLA adjustment |
| Mayor's Proposed Budget Decisions | | | | | |
| | 10,000 | 294,000 | 304,000 | 0.00 | SummerWorks program |
| | 108,546 | 0 | 108,546 | 0.00 | Tribal Liaison position |
| | 235,000 | 0 | 235,000 | 1.00 | Special events coordination |
| | 71,741 | 0 | 71,741 | 0.00 | Realign security to Mayor's Office |
| | 84,395 | 15,601 | 99,996 | 0.00 | OMF interagency balancing |
| | 81 | (81) | 0 | 0.00 | Radio replacement set-aside |
| | (634,316) | 0 | (634,316) | 0.00 | Transfer Compliance Officer/Community Liaison (COCL) and Community Oversight Advisory Board (COAB) to Special Appropriations |
| Approved Budget Additions and Reductions | | | | | |
| | (235,000) | 0 | (235,000) | (1.00) | Eliminate special events coordination |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 3,450 | 3,450 | 0.00 | Allocate office's share of daycare center relocation |
| | 0 | 75,000 | 75,000 | 0.00 | Transfer B Corp program |
| | (369,854) | 387,970 | 18,116 | 0.00 | Total FY 2016-17 Decision Packages |
| | | | 3,136,687 | 17.00 | Total Adopted Budget |

Commissioner of Public Affairs

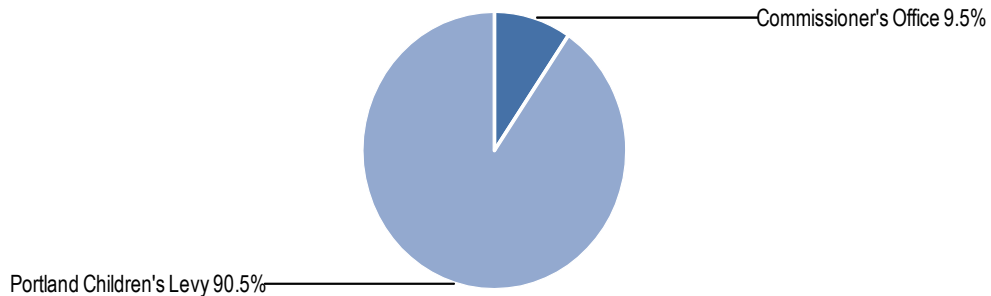
Elected Officials Service Area

Dan Saltzman, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 19,082,716 | 23,037,056 | 3,954,340 | 20.72 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 19,082,716 | 23,037,056 | 3,954,340 | 20.72 |
| Authorized Positions | 14.87 | 14.87 | 0.00 | 0.00 |

Bureau Summary

Bureau Overview

The Office of the Commissioner of Public Affairs is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a viable, livable, and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus and liaison responsibilities. The financial tables in this document include financial information on the Children's Levy Fund.

Bureau Assignments The Commissioner of Public Affairs is responsible for the following bureaus:

- ◆ Bureau of Development Services
- ◆ Portland Housing Bureau
- ◆ Portland Fire & Rescue
- ◆ Portland Children's Investment Fund (Children's Levy)
- ◆ Gateway Center for Domestic Violence Services

In addition, the Commissioner has the following liaison responsibilities:

- ◆ Building Board of Appeals
- ◆ Design Commission
- ◆ Historic Landmark Commission
- ◆ League of Oregon Cities
- ◆ Travel Portland
- ◆ Home Forward
- ◆ Visitors Development Fund Board

Summary of Budget Decisions

Adds **Eviction Prevention Services**

The FY 2016-17 Adopted Budget includes \$60,000 in one-time General Fund resources to provide an estimated 42 to 50 households with eviction prevention services through the Gateway Center for Domestic Violence Services.

Interagency Balancing

This package reflects an increase of \$52,987 in interagency costs from the Office of Management & Finance. These new resources will help fund the Bureau of Technology Services data center move, City Hall security and major maintenance, and relocation of the daycare center. An adjustment to the office's General Fund target was made to balance the increased costs.

Portland Children's Levy

| | |
|---|---|
| Description | The purpose of the Portland Children's Levy is to prevent childhood hunger, to help children arrive at school ready to learn, to provide safe and constructive after-school alternatives for students, to prevent child abuse and neglect, and to help children in foster care succeed. |
| Goals | <p>The Portland Children's Levy contracts with nonprofit providers and other governments to provide services to children throughout Portland. Funding comes from the proceeds of a five-year property tax levy, most recently approved by voters in 2013, and is estimated to provide \$17.0 million in FY 2016-17. The Children's Investment Fund is projected to have a fund balance of \$3.9 million on July 1, 2016. Funding categories as provided in the ballot measure language are:</p> <ul style="list-style-type: none">◆ Early Childhood◆ Child Abuse Prevention and Intervention◆ After School◆ Mentoring◆ Foster Care◆ Hunger Relief |
| Performance | <p>Programs must demonstrate that they are cost effective and have a proven record of success to be eligible for consideration for funding. An Allocation Committee awards grants through a competitive process. The Allocation Committee consists of a City of Portland Commissioner, a Multnomah County Commissioner, a member of the Portland Business Alliance, and one member appointed by the City and County respectively. Under provisions of the Levy, no more than 5% of the fund may be spent for expenses associated with administering the fund. The fund is audited annually to ensure compliance.</p> <p>In FY 2014-15, the Allocation Committee chose 59 grants to fund for three years, beginning July 1, 2014. The total of these grants is \$32.9 million. These grants average \$11 million per year.</p> <p>In FY 2015-16, when revenue projections were increased, the Children's Levy Allocation Committee awarded nine additional grants totaling \$5.9 million, increased funding to existing grants by \$1.5 million, allocated up to \$500,000 for grantee training and quality improvement, and allocated \$200,000 over the remaining four years of the current levy for system building and supporting systems partners. The Children's Levy is funding a total of \$40.3 million in grants from FY 2014-15 through FY 2016-17.</p> |
| Changes to Services and Activities | Services and activities for the Children's Levy are substantially similar to those in prior years. |

Commissioner of Public Affairs**Elected Officials Service Area**

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 3.66 | 3.93 | 3.97 | 3.97 | 3.97 |
| Expenditures | | | | | |
| Administration & Support | 547,544 | 596,901 | 686,840 | 719,437 | 719,437 |
| Investing in Children | 8,260,699 | 10,242,406 | 15,960,359 | 18,000,000 | 18,000,000 |
| Portland Children's Levy | 217 | 265 | (16,594) | 3,489 | 3,489 |
| Total Expenditures | 8,808,460 | 10,839,572 | 16,630,605 | 18,722,926 | 18,722,926 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Number of children served | 8,708 | 19,900 | 10,000 | 12,000 | 12,000 |
| Efficiency | | | | | |
| Administrative cost as percentage of cumulative tax revenue | 4.9% | 4.9% | 5.0% | 5.0% | 5.0% |
| Workload | | | | | |
| Number of administrative cost audits | 1 | 1 | 1 | 1 | 1 |
| Number of grant contracts managed | 57 | 59 | 59 | 65 | 65 |

Commissioner of Public Affairs

Elected Officials Service Area

Commissioner's Office

Description

The Office of the Commissioner of Public Affairs supports and assists in the management of initiatives and priorities set forth by the Commissioner. The program also contains the budget and staff for the Gateway Center for Domestic Violence Services.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 10.55 | 10.55 | 10.90 | 10.90 | 10.90 |
| Expenditures | | | | | |
| Commissioner's Office | 927,925 | 885,223 | 1,006,466 | 1,076,495 | 1,078,268 |
| Domestic Violence | 646,141 | 655,556 | 920,915 | 878,159 | 878,159 |
| Total Expenditures | 1,574,066 | 1,540,779 | 1,927,381 | 1,954,654 | 1,956,427 |

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Taxes | 9,552,473 | 12,525,091 | 13,997,967 | 17,230,629 | 17,230,629 |
| Intergovernmental | 82,394 | 27,000 | 37,000 | 27,000 | 27,000 |
| Miscellaneous | 30,881 | 44,404 | 19,198 | 20,890 | 20,890 |
| Total External Revenues | 9,665,748 | 12,596,495 | 14,054,165 | 17,278,519 | 17,278,519 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 1,008,686 | 993,774 | 1,332,371 | 1,320,517 | 1,321,324 |
| General Fund Overhead | 524,058 | 511,761 | 538,812 | 586,247 | 587,213 |
| Total Internal Revenues | 1,532,744 | 1,505,535 | 1,871,183 | 1,906,764 | 1,908,537 |
| Beginning Fund Balance | 1,509,783 | 2,274,275 | 3,157,368 | 3,850,000 | 3,850,000 |
| Total Resources | \$12,708,275 | \$16,376,305 | \$19,082,716 | \$23,035,283 | \$23,037,056 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 1,503,195 | 1,570,640 | 1,735,657 | 1,781,919 | 1,781,919 |
| External Materials and Services | 8,743,102 | 10,643,721 | 16,620,429 | 18,645,723 | 18,645,723 |
| Internal Materials and Services | 162,703 | 165,990 | 201,900 | 249,938 | 251,711 |
| Total Bureau Expenditures | 10,409,000 | 12,380,351 | 18,557,986 | 20,677,580 | 20,679,353 |
| Fund Expenditures | | | | | |
| Contingency | 0 | 0 | 499,730 | 2,332,703 | 2,332,703 |
| Fund Transfers - Expense | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Total Fund Expenditures | 25,000 | 25,000 | 524,730 | 2,357,703 | 2,357,703 |
| Ending Fund Balance | 2,274,275 | 3,970,954 | 0 | 0 | 0 |
| Total Requirements | \$12,708,275 | \$16,376,305 | \$19,082,716 | \$23,035,283 | \$23,037,056 |
| Programs | | | | | |
| Commissioner's Office | 1,574,066 | 1,540,779 | 1,927,381 | 1,954,654 | 1,956,427 |
| Mayor's Office - Public Safety | 26,474 | 0 | 0 | 0 | 0 |
| Portland Children's Levy | 8,808,460 | 10,839,572 | 16,630,605 | 18,722,926 | 18,722,926 |
| Total Programs | 10,409,000 | \$12,380,351 | \$18,557,986 | \$20,677,580 | \$20,679,353 |

Commissioner of Public Affairs

FTE Summary

Elected Officials Service Area

| | | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| Class | Title | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000010 | Children's Levy Commissioner's Staff Rep | 82,098 | 109,346 | 0.90 | 100,080 | 0.90 | 100,080 | 0.90 | 100,080 |
| 30000002 | Commissioner | 113,131 | 113,131 | 1.00 | 113,136 | 1.00 | 113,136 | 1.00 | 113,136 |
| 30000004 | Commissioner's Admin Support Specialist | 39,853 | 61,381 | 3.00 | 141,399 | 3.00 | 146,429 | 3.00 | 146,429 |
| 30000006 | Commissioner's Chief of Staff | 85,966 | 114,275 | 1.00 | 113,803 | 1.00 | 114,276 | 1.00 | 114,276 |
| 30000005 | Commissioner's Staff Rep | 50,627 | 92,518 | 5.00 | 402,971 | 5.00 | 411,910 | 5.00 | 411,910 |
| TOTAL FULL-TIME POSITIONS | | | | 10.90 | 871,389 | 10.90 | 885,831 | 10.90 | 885,831 |
| 30000010 | Children's Levy Commissioner's Staff Rep | 82,098 | 109,346 | 3.07 | 297,720 | 3.07 | 297,720 | 3.07 | 297,720 |
| 30000004 | Commissioner's Admin Support Specialist | 39,853 | 61,381 | 0.90 | 35,868 | 0.90 | 35,868 | 0.90 | 35,868 |
| TOTAL PART-TIME POSITIONS | | | | 3.97 | 333,588 | 3.97 | 333,588 | 3.97 | 333,588 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 14.87 | 1,204,977 | 14.87 | 1,219,419 | 14.87 | 1,219,419 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

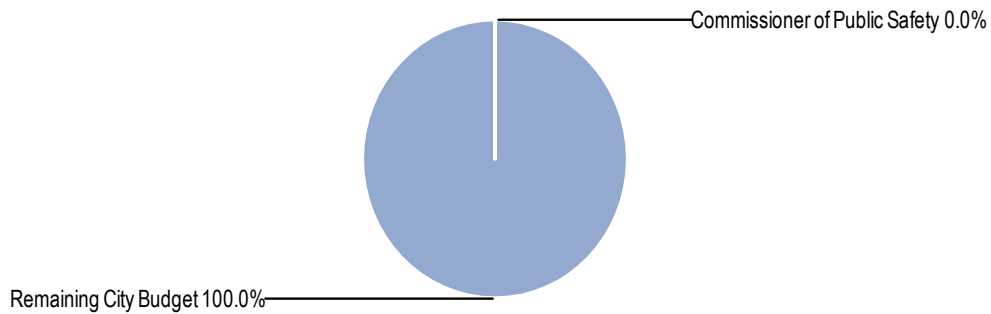
| Action | Amount | | | FTE | Decision |
|---|---------------|---------------|-------------------|--------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 20,569,769 | 0 | 20,569,769 | 14.87 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | (6,892) | 0 | (6,892) | 0.00 | COLA adjustment |
| Mayor's Proposed Budget Decisions | | | | | |
| | 0 | 60,000 | 60,000 | 0.00 | Eviction prevention services |
| | 43,289 | 11,414 | 54,703 | 0.00 | OMF interagency balancing |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 1,773 | 1,773 | 0.00 | Allocate office's share of daycare center relocation |
| | 36,397 | 73,187 | 109,584 | 0.00 | Total FY 2016-17 Decision Packages |
| | | | 20,679,353 | 14.87 | Total Adopted Budget |

Commissioner of Public Safety

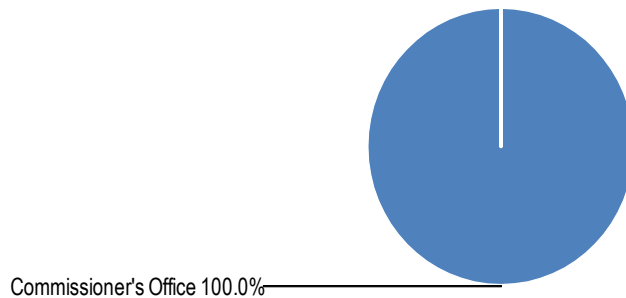
Elected Officials Service Area

Steve Novick, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 1,006,463 | 1,076,405 | 69,942 | 6.95 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 1,006,463 | 1,076,405 | 69,942 | 6.95 |
| Authorized Positions | 8.00 | 8.00 | 0.00 | 0.00 |

Bureau Summary

Bureau Overview

The Commissioner of Public Safety is charged with legislative and administrative responsibilities in accordance with the provisions of the City of Portland Charter. The Commissioner is one of five nonpartisan City Council members. As a whole, the Council promotes a livable and sustainable city by enacting and enforcing City laws, approving a budget, and advocating for policy changes and funding at the state and federal levels. The Commissioner provides leadership and management oversight for a portfolio of City bureaus.

Bureau Assignments The Commissioner of Public Safety is responsible for the following bureaus:

- ◆ Bureau of Transportation
- ◆ Bureau of Emergency Management
- ◆ Bureau of Emergency Communications (BOEC)

In addition, the Commissioner has the following liaison responsibilities:

- ◆ Joint Policy Advisory Committee on Transportation (JPACT)
- ◆ Portland Streetcar, Inc.
- ◆ Southwest Corridor Plan Steering Committee
- ◆ Regional Emergency Management Group
- ◆ BOEC Users Group
- ◆ BOEC Finance Committee
- ◆ Socially Responsible Investments Committee
- ◆ Private For-Hire Transportation Advisory Committee
- ◆ Towing Board of Review
- ◆ Outer Powell Transportation Safety Project Decision Committee
- ◆ Greater Portland Traffic Incident Management Project Convener
- ◆ Powell-Division Transit and Development Steering Committee

Summary of Budget Decisions

Adds

Interagency Balancing

This package reflects an increase of \$49,507 in interagency costs from the Office of Management & Finance. These new resources will help fund the Bureau of Technology Services data center move, City Hall security and major maintenance, and relocation of the daycare center. An adjustment to the office's General Fund target was made to balance the increased costs.

Commissioner of Public Safety

Summary of Bureau Budget

Elected Officials Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 0 | 188 | 69 | 0 | 0 |
| Miscellaneous | 0 | 0 | 29 | 0 | 0 |
| Total External Revenues | 0 | 188 | 98 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 266,749 | 392,183 | 467,553 | 489,453 | 490,208 |
| General Fund Overhead | 524,057 | 511,998 | 538,812 | 585,295 | 586,197 |
| Total Internal Revenues | 790,806 | 904,181 | 1,006,365 | 1,074,748 | 1,076,405 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$790,806 | \$904,369 | \$1,006,463 | \$1,074,748 | \$1,076,405 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 649,147 | 763,541 | 862,484 | 859,061 | 859,061 |
| External Materials and Services | 41,370 | 30,968 | 20,098 | 41,380 | 41,380 |
| Internal Materials and Services | 100,289 | 109,860 | 123,881 | 174,307 | 175,964 |
| Total Bureau Expenditures | 790,806 | 904,369 | 1,006,463 | 1,074,748 | 1,076,405 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$790,806 | \$904,369 | \$1,006,463 | \$1,074,748 | \$1,076,405 |
| Programs | | | | | |
| Commissioner's Office | 790,806 | 904,369 | 1,006,463 | 1,074,748 | 1,076,405 |
| Total Programs | 790,806 | \$904,369 | \$1,006,463 | \$1,074,748 | \$1,076,405 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000002 | Commissioner | 113,131 | 113,131 | 1.00 | 113,136 | 1.00 | 113,136 | 1.00 | 113,136 |
| 30000004 | Commissioner's Admin Support Specialist | 39,853 | 61,381 | 1.00 | 45,048 | 1.00 | 46,588 | 1.00 | 46,588 |
| 30000006 | Commissioner's Chief of Staff | 85,966 | 114,275 | 1.00 | 114,276 | 1.00 | 114,276 | 1.00 | 114,276 |
| 30000005 | Commissioner's Staff Rep | 50,627 | 92,518 | 4.00 | 269,858 | 4.00 | 280,538 | 4.00 | 280,538 |
| TOTAL FULL-TIME POSITIONS | | | | 7.00 | 542,318 | 7.00 | 554,538 | 7.00 | 554,538 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000005 | Commissioner's Staff Rep | 50,627 | 92,518 | 1.00 | 57,840 | 1.00 | 59,820 | 1.00 | 59,820 |
| TOTAL LIMITED TERM POSITIONS | | | | 1.00 | 57,840 | 1.00 | 59,820 | 1.00 | 59,820 |
| GRAND TOTAL | | | | 8.00 | 600,158 | 8.00 | 614,358 | 8.00 | 614,358 |

Elected Officials Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

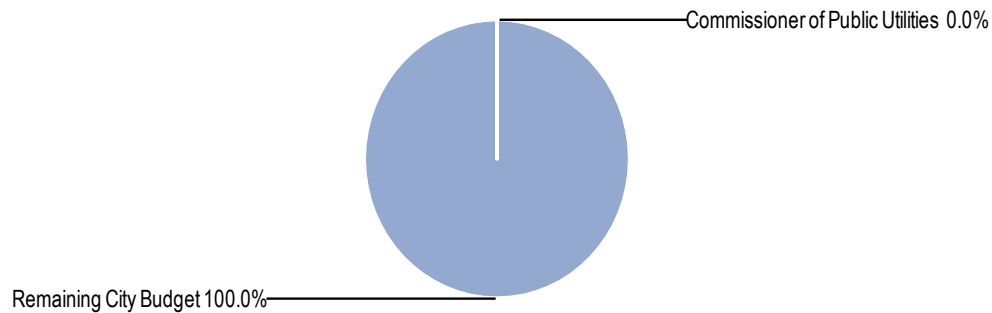
| Action | Amount | | | FTE | Decision |
|---|---------------|--------------|------------------|-------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 1,032,173 | 0 | 1,032,173 | 8.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | (5,275) | 0 | (5,275) | 0.00 | COLA adjustment |
| Mayor's Proposed Budget Decisions | | | | | |
| | 40,472 | 7,378 | 47,850 | 0.00 | OMF interagency balancing |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 1,657 | 1,657 | 0.00 | Allocate office's share of daycare center relocation |
| | 35,197 | 9,035 | 44,232 | 0.00 | Total FY 2016-17 Decision Packages |
| | | | 1,076,405 | 8.00 | Total Adopted Budget |

Commissioner of Public Utilities

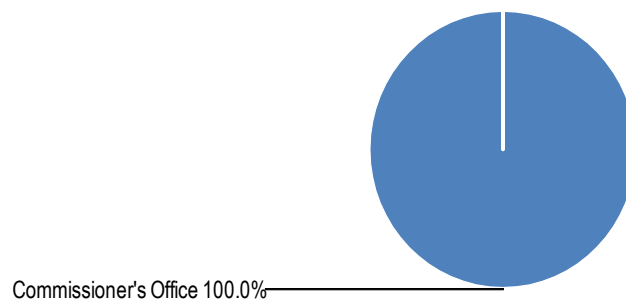
Elected Officials Service Area

Amanda Fritz, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 1,075,963 | 1,080,002 | 4,039 | 0.38 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 1,075,963 | 1,080,002 | 4,039 | 0.38 |
| Authorized Positions | 8.00 | 7.58 | (0.42) | (5.21) |

Bureau Summary

Bureau Overview

The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus. The priorities of Commissioner Fritz, the Commissioner of Public Utilities are: providing basic services in every neighborhood, expanding living-wage jobs, and promoting community through neighborhood engagement, schools, and parks - all using mechanisms that promote increased equity for Portland and Portlanders.

- ◆ Commissioner Fritz is focused on ensuring Portland has 95 safe, livable neighborhoods with basic urban services. She works to provide stable and sufficient funding for emergency services, safe streets, crime prevention, reliable utilities, and livable neighborhoods. The Commissioner believes protection of human rights, services for people with disabilities, and community engagement are basic services.
- ◆ Commissioner Fritz is committed to continuing her leadership in community engagement; customer service; and helping citizens, staff, and elected officials work together to achieve equity in access to services and jobs, and equitable outcomes in fees and rates that affect Portlanders.
- ◆ Commissioner Fritz works with multiple partners across bureaus, portfolios, agencies, and the Metro region to improve coordination of planning, funding, and implementation on a wide range of local and regional challenges.
- ◆ Commissioner Fritz is particularly passionate about serving the most vulnerable people in our community, including at-risk students, survivors of human trafficking, people living outside, and people experiencing mental illnesses.

Bureau Assignments

The Commissioner of Public Utilities is responsible for the following bureaus:

- ◆ Portland Parks & Recreation
- ◆ Office of Neighborhood Involvement

In addition, the Commissioner has the following liaison responsibilities:

- ◆ Portland Parks Board
- ◆ Portland International Raceway Advisory Council
- ◆ Public Involvement Advisory Council
- ◆ Pioneer Courthouse Square Board
- ◆ Urban Forestry Commission
- ◆ Golf Advisory Committee
- ◆ Noise Review Board
- ◆ New Portlanders Policy Council
- ◆ Visitor Development Fund Board
- ◆ Council Liaison for Community Oversight Advisory Board for the Department of Justice Settlement Agreement
- ◆ Liaison to Multnomah County Animal Control

Summary of Budget Decisions

Adds

Interagency Balancing

This package reflects an increase of \$53,104 in interagency costs from the Office of Management & Finance. These new resources will help fund the Bureau of Technology Services data center move, City Hall security and major maintenance, and relocation of the daycare center. An adjustment to the office's General Fund target was made to balance the increased costs.

Commissioner of Public Utilities

Elected Officials Service Area

Commissioner's Office

Description

The Office of the Commissioner of Public Utilities supports and assists in the management of initiatives and priorities set forth by the Commissioner. The office is also responsible for the transition from City Protected Sick Leave program to the statewide system. The change in FTE is due to expiration of a limited term appointment on 1/12/2017.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 7.00 | 7.00 | 8.00 | 7.58 | 7.58 |
| Expenditures | | | | | |
| Commissioner's Office | 914,513 | 891,132 | 1,038,463 | 1,078,225 | 1,080,002 |
| Protected Sick Time | 0 | 0 | 37,500 | 0 | 0 |
| Total Expenditures | 914,513 | 891,132 | 1,075,963 | 1,078,225 | 1,080,002 |

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 0 | 78 | 0 | 0 | 0 |
| Total External Revenues | 0 | 78 | 0 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 390,463 | 379,093 | 537,151 | 491,037 | 491,846 |
| General Fund Overhead | 524,057 | 511,961 | 538,812 | 587,188 | 588,156 |
| Interagency Revenue | (7) | 0 | 0 | 0 | 0 |
| Total Internal Revenues | 914,513 | 891,054 | 1,075,963 | 1,078,225 | 1,080,002 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$914,513 | \$891,132 | \$1,075,963 | \$1,078,225 | \$1,080,002 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 737,927 | 756,047 | 817,342 | 822,546 | 822,546 |
| External Materials and Services | 45,200 | 22,407 | 121,620 | 79,598 | 79,598 |
| Internal Materials and Services | 131,386 | 112,678 | 137,001 | 176,081 | 177,858 |
| Total Bureau Expenditures | 914,513 | 891,132 | 1,075,963 | 1,078,225 | 1,080,002 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$914,513 | \$891,132 | \$1,075,963 | \$1,078,225 | \$1,080,002 |
| Programs | | | | | |
| Commissioner's Office | 914,513 | 891,132 | 1,075,963 | 1,078,225 | 1,080,002 |
| Total Programs | 914,513 | \$891,132 | \$1,075,963 | \$1,078,225 | \$1,080,002 |

Commissioner of Public Utilities

FTE Summary

Elected Officials Service Area

| | | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| Class | Title | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000002 | Commissioner | 113,131 | 113,131 | 1.00 | 113,136 | 1.00 | 113,136 | 1.00 | 113,136 |
| 30000004 | Commissioner's Admin Support Specialist | 39,853 | 61,381 | 0.00 | 0 | 1.00 | 46,716 | 1.00 | 46,716 |
| 30000006 | Commissioner's Chief of Staff | 85,966 | 114,275 | 1.00 | 100,128 | 1.00 | 103,890 | 1.00 | 103,890 |
| 30000005 | Commissioner's Staff Rep | 50,627 | 92,518 | 5.00 | 304,678 | 4.00 | 264,125 | 4.00 | 264,125 |
| TOTAL FULL-TIME POSITIONS | | | | 7.00 | 517,942 | 7.00 | 527,867 | 7.00 | 527,867 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000005 | Commissioner's Staff Rep | 50,627 | 92,518 | 1.00 | 64,362 | 0.58 | 38,521 | 0.58 | 38,521 |
| TOTAL LIMITED TERM POSITIONS | | | | 1.00 | 64,362 | 0.58 | 38,521 | 0.58 | 38,521 |
| GRAND TOTAL | | | | 8.00 | 582,304 | 7.58 | 566,388 | 7.58 | 566,388 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

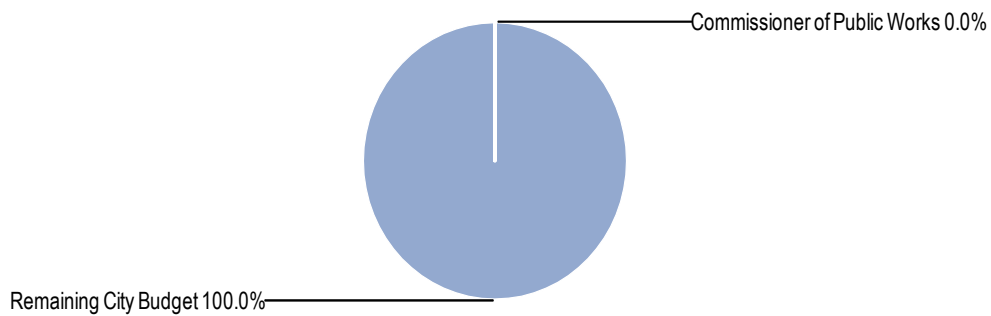
| Action | Amount | | | FTE | Decision |
|---|---------------|--------------|------------------|-------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 1,032,173 | 0 | 1,032,173 | 7.58 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | (5,275) | 0 | (5,275) | 0.00 | COLA adjustment |
| Mayor's Proposed Budget Decisions | | | | | |
| | 43,387 | 7,940 | 51,327 | 0.00 | OMF interagency balancing |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 1,777 | 1,777 | 0.00 | Allocate office's share of daycare center relocation |
| | 38,112 | 9,717 | 47,829 | 0.00 | Total FY 2016-17 Decision Packages |
| | | | 1,080,002 | 7.58 | Total Adopted Budget |

Commissioner of Public Works

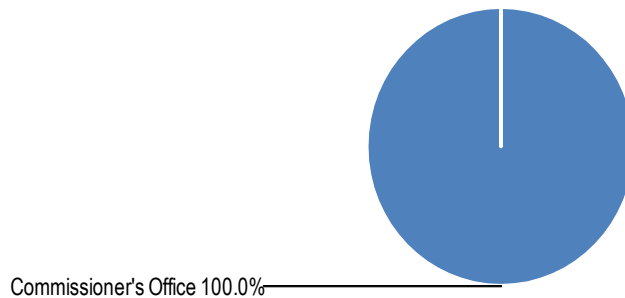
Elected Officials Service Area

Nick Fish, Commissioner-in-Charge

Percent of City Budget



Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 1,009,847 | 1,076,124 | 66,277 | 6.56 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 1,009,847 | 1,076,124 | 66,277 | 6.56 |
| Authorized Positions | 8.90 | 8.90 | 0.00 | 0.00 |

Bureau Summary

Bureau Overview

The Commissioner of Public Works is charged with legislative and administrative responsibilities in accordance with the provisions of the Portland City Charter. The Commissioner is one of five nonpartisan City Council members and participates in the enactment and enforcement of City laws and policies that promote a livable and sustainable city. The Commissioner also provides leadership and management oversight for a portfolio of City bureaus.

Bureau Assignments The Commissioner of Public Works is responsible for the following bureaus:

- ◆ Bureau of Environmental Services
- ◆ Portland Water Bureau
- ◆ Bureau of Hydroelectric Power

In addition, the Commissioner has the following liaison responsibilities:

- ◆ Elders in Action
- ◆ Regional Arts & Culture Council
- ◆ Venture Portland
- ◆ Regional Water Consortium Board
- ◆ Portland's Centers for the Arts
- ◆ Portland Utility Board

Summary of Budget Decisions

Adds

Interagency Balancing

This package reflects an increase of \$49,226 in interagency costs from the Office of Management & Finance. These new resources will help fund the Bureau of Technology Services data center move, City Hall security and major maintenance, and relocation of the daycare center. An adjustment to the office's General Fund target was made to balance the increased costs.

Commissioner of Public Works

Summary of Bureau Budget

Elected Officials Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 306 | 0 | 846 | 0 | 0 |
| Miscellaneous | 0 | 57 | 0 | 0 | 0 |
| Total External Revenues | 306 | 57 | 846 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 352,891 | 393,005 | 470,189 | 489,330 | 490,080 |
| General Fund Overhead | 524,057 | 511,940 | 538,812 | 585,147 | 586,044 |
| Total Internal Revenues | 876,948 | 904,945 | 1,009,001 | 1,074,477 | 1,076,124 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$877,254 | \$905,002 | \$1,009,847 | \$1,074,477 | \$1,076,124 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 762,290 | 767,417 | 819,061 | 863,489 | 863,489 |
| External Materials and Services | 6,763 | 14,634 | 47,113 | 34,780 | 34,780 |
| Internal Materials and Services | 108,201 | 122,951 | 143,673 | 176,208 | 177,855 |
| Total Bureau Expenditures | 877,254 | 905,002 | 1,009,847 | 1,074,477 | 1,076,124 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$877,254 | \$905,002 | \$1,009,847 | \$1,074,477 | \$1,076,124 |
| Programs | | | | | |
| Commissioner's Office | 877,254 | 905,002 | 1,009,847 | 1,074,477 | 1,076,124 |
| Total Programs | 877,254 | \$905,002 | \$1,009,847 | \$1,074,477 | \$1,076,124 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000002 | Commissioner | 113,131 | 113,131 | 1.00 | 113,136 | 1.00 | 113,136 | 1.00 | 113,136 |
| 30000004 | Commissioner's Admin Support Specialist | 39,853 | 61,381 | 1.00 | 41,904 | 1.00 | 43,620 | 1.00 | 43,620 |
| 30000006 | Commissioner's Chief of Staff | 85,966 | 114,275 | 1.00 | 93,152 | 1.00 | 96,972 | 1.00 | 96,972 |
| 30000005 | Commissioner's Staff Rep | 50,627 | 92,518 | 5.00 | 310,470 | 5.00 | 319,612 | 5.00 | 319,612 |
| TOTAL FULL-TIME POSITIONS | | | | 8.00 | 558,662 | 8.00 | 573,340 | 8.00 | 573,340 |
| 30000005 | Commissioner's Staff Rep | 50,627 | 92,518 | 0.90 | 45,564 | 0.90 | 45,564 | 0.90 | 45,564 |
| TOTAL PART-TIME POSITIONS | | | | 0.90 | 45,564 | 0.90 | 45,564 | 0.90 | 45,564 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 8.90 | 604,226 | 8.90 | 618,904 | 8.90 | 618,904 |

Elected Officials Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

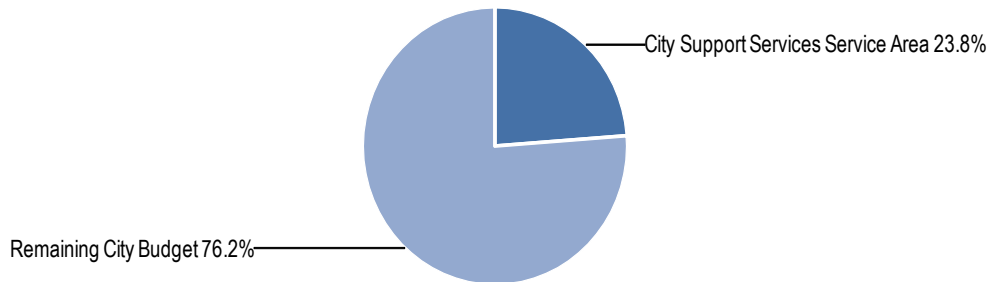
| Action | Amount | | | FTE | Decision |
|---|---------------|--------------|------------------|-------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 1,032,173 | 0 | 1,032,173 | 8.90 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | (5,275) | 0 | (5,275) | 0.00 | COLA adjustment |
| Mayor's Proposed Budget Decisions | | | | | |
| | 40,227 | 7,352 | 47,579 | 0.00 | OMF interagency balancing |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 1,647 | 1,647 | 0.00 | Allocate office's share of daycare center relocation |
| | 34,952 | 8,999 | 43,951 | 0.00 | Total FY 2016-17 Decision Packages |
| | | | 1,076,124 | 8.90 | Total Adopted Budget |

City Support Services Service Area

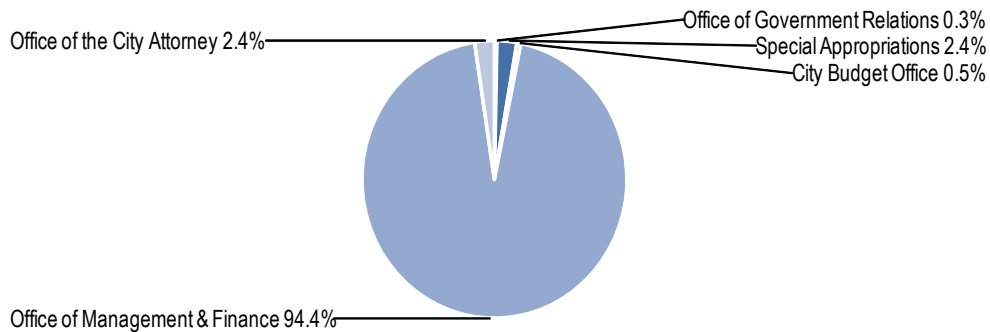
- Office of the City Attorney
- City Budget Office
- Office of Government Relations

- Office of Management & Finance
- Special Appropriations

Percent of City Budget



Percent of Service Area Budget



Service Area Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 477,992,629 | 470,333,733 | (7,658,896) | (1.60) |
| Capital | 40,032,111 | 43,688,813 | 3,656,702 | 9.13 |
| Total Requirements | 518,024,740 | 514,022,546 | (4,002,194) | (0.77) |
| Authorized Positions | 735.20 | 741.73 | 6.53 | 0.89 |

Service Area Highlights

Descriptions

The City Support Services service area includes the City's internal support bureaus and all Special Appropriations. The internal support bureaus are the Office of the City Attorney, City Budget Office, the Office of Government Relations, and the Office of Management & Finance (OMF).

Major Themes

City Budget Office

The bureau's FY 2016-17 Adopted Budget is \$2.49 million. The budget includes \$80,000 in one-time carryover funding for a Citywide Process Improvement pilot.

Office of the City Attorney

The FY 2016-17 Adopted Budget for the City Attorney's Office is \$12.3 million, an increase of 8.3% and 2.00 FTE from the prior year revised budget. This includes the addition of a new paralegal position, funded through realigning interagency revenue, and a new limited term Deputy City Attorney to support efforts addressing vacant and abandoned homes in Portland. A total of \$420,020 is carried forward from FY 2015-16 to pay for expenses anticipated in FY 2016-17 for the Portland Harbor Natural Resources Trustees Participation Agreement, Ban-the-Box implementation, and extension of a contract for an Honors Attorney position. Reductions include a cut to the bureau's materials and services budget and elimination of a technology support staff position.

Office of Management & Finance

The FY 2016-17 Adopted Budget for the Office of Management and Finance totals \$485.2 million, a decrease of 1.28% from the FY 2015-16 Revised Budget. The bureau received General Fund one-time resources of \$102,150 to extend a limited term franchise audit position, \$450,004 to continue implementation of the data exchange agreement with the IRS, and \$690,000 for coordination of homeless campsite clean-up. The bureau received General Fund ongoing resources of \$151,098 for two additional revenue collection positions, \$142,258 for implementation of the Digital Equity Action Plan, and \$42,132 for a position to manage Special Appropriation grants. Additionally, the bureau received approval to carryover \$137,665 of one-time current year under spending.

Office of Government Relations

The FY 2016-17 Adopted Budget for the Office of Government Relations is \$1.63 million, an increase of 3.89% from the FY 2015-16 Revised Budget. The Adopted Budget includes an ongoing reduction of \$35,791 in external materials and services, and realigns resources to create a new International Relations Associate.

Special Appropriations

Special Appropriations are primarily used for General Fund expenditures that are not specific to a bureau and often provide Citywide benefit. These include payments to non-City agencies, funding for some City programs, and some City set-asides. Some special appropriations are one-time allocations while others are ongoing.

Special Appropriations in the FY 2016-17 Adopted Budget total \$12.4 million. Major items include \$793,772 in ongoing General Fund resources to support the Compliance Officer and Community Liaison/Community Oversight Advisory Board program. This funding is transferred to Special Appropriations from the Office of the Mayor and the Office of Equity & Human Rights. The Adopted Budget

also includes \$1,688,435 in one-time funding for the City's share of the Oregon Infrastructure Finance Authority loan related to the Columbia River Levee project, \$460,000 in one-time funding to support the Lents Stabilization project, and \$1,000,000 in one-time resources to provide funding for the Special Appropriations Grants.

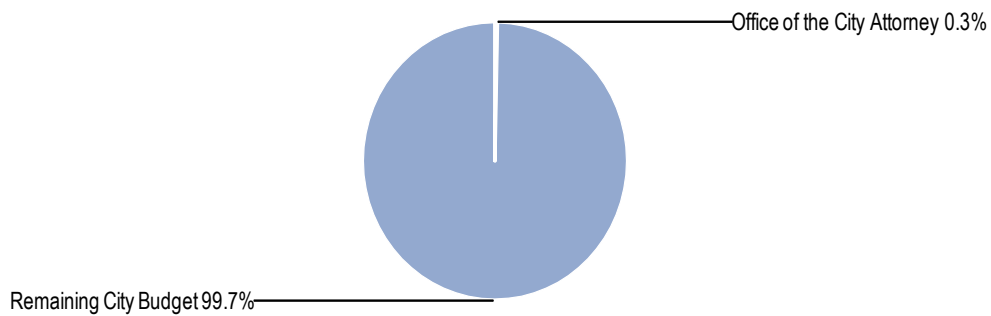
Office of the City Attorney

City Support Services Service Area

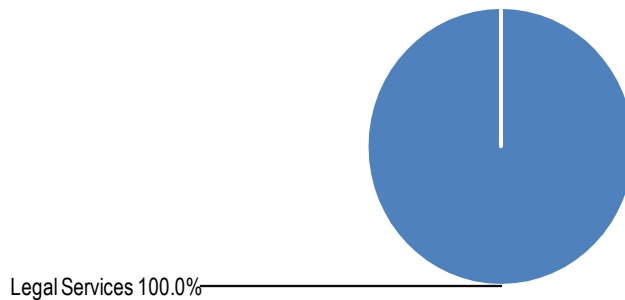
Mayor Charlie Hales, Commissioner-in-Charge

Tracy Reeve, City Attorney

Percent of City Budget



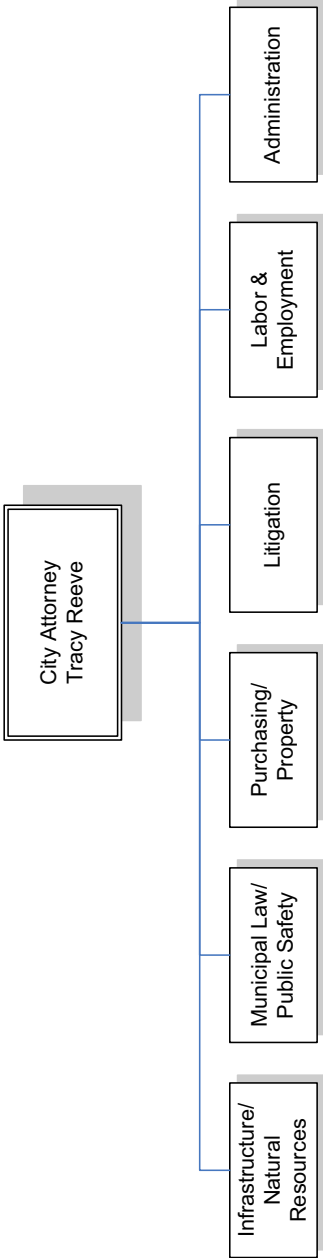
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 11,386,767 | 12,328,400 | 941,633 | 8.27 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 11,386,767 | 12,328,400 | 941,633 | 8.27 |
| Authorized Positions | 64.30 | 66.30 | 2.00 | 3.11 |

Office of the City Attorney



Bureau Summary

Bureau Mission

To provide excellent, objective, timely and cost-effective legal advice and advocacy in support of the City's policy goals and to ensure that the official actions of the City, its elected officials and employees comply with the law.

Bureau Overview

The Portland City Attorney's Office is responsible for all of the legal affairs of the City. The Office represents the City, the Mayor, other elected officials and the City's bureaus and offices in all affirmative and defensive civil litigation, and administrative and quasi-judicial proceedings. Office attorneys draft and review local legislation, procurement contracts, real estate leases, intergovernmental agreements and other documents and legal instruments. The City Attorney's Office provides legal counsel to City officials on a wide range of issues including: environmental law; constitutional law; civil rights; employee benefits; proposed legislation; public records requests and legal records management; personnel and labor law issues; tort claims; workers' compensation; construction contracts and claims; land use planning; equity; diversity and affirmative action; revenue and taxation; policing, fire, rescue and emergency services; code enforcement; housing; telecommunications; franchises and utilities; and collection of revenues owed to the City. Office attorneys advise on policy development and program implementation, advocate and negotiate on behalf of the City, and provide training to elected officials, City boards and commissions and City employees in a wide variety of areas.

The City Attorney's Office consists of five legal practice groups, staffed with 38 lawyers and 27 support professionals. The Office is led by the City Attorney who is appointed by, and serves at the pleasure of, the City Council. Interagency agreements with other bureaus and offices for specialized legal work in specific areas represent 49% of the total operating resources of the City Attorney's Office. The remainder of the budget is supported by General Fund discretionary revenue and General Fund overhead recovery revenue. The FY 2016-17 Adopted Budget includes 66.3 FTE. The personnel services category represents 84.3% of the office's expenditures.

Strategic Direction

The City Attorney's Office has four main goals:

- 1) To provide the highest level of customer service to clients through preventative legal advice that is timely, accurate and easy to access.
- 2) To effectively and vigorously advocate for the City's interests in state and federal courts and otherwise.
- 3) To support and advance the City's objective of achieving equity in all of its programs, services and activities.
- 4) To ensure accountability for the office's professional performance and effective stewardship of public resources.

| | |
|--|--|
| Customer Service | <p>The City Attorney's Office actively seeks to impart helpful, accurate, and timely preventative legal advice. Clients are encouraged to involve the City Attorney's Office at early levels of decision making, even if a significant legal issue has not yet been identified. City attorneys work with clients to provide solutions-oriented legal services to help achieve City policy objectives. The City Attorney's Office commits to an initial response time goal of one business day on any client inquiry. Clients are regularly surveyed, both formally and informally, to solicit feedback on the quality of legal services provided and how the City Attorney's Office can improve.</p> |
| Effective Advocacy | <p>The City Attorney's Office handles cases in state and federal courts and in other proceedings, such as the Employment Relations Board and the Land Use Board of Appeals. Attorneys evaluate cases to determine how best to protect the City's interests, including through early alternative dispute resolution where the City faces some legal risk, the strategic use of offers of judgment to minimize the risk of adverse outcomes in cases taken to trial, and the vigorous defense or prosecution of cases through pretrial motions, trial and on appeal. Because almost all litigation is handled in-house, the Office is able to try cases in a cost-effective manner. The Office is achieving this goal effectively, with 90% of its cases resolved favorably to the City.</p> |
| Achieving Equity | <p>As the City's legal counsel, office attorneys work with internal clients to ensure that all Portlanders have access to all of the services, benefits, and programs of the City free from discrimination, and that the civil rights of all Portlanders are legally recognized and protected by the City, its contractors, and grantees. The City Attorney's Office does this by advising in programmatic areas such as the ADA and Title VI, fair contracting, hiring practices, and implementation of the City's civil rights ordinance, as well as by providing anti-discrimination training on civil rights and related issues to City employees. The Office has a Community Justice and Civil Rights Work Group that shares information and collaborates on legal strategies to advance equity, justice and civil rights Citywide. The Office works to foster a professional atmosphere where diversity is appreciated and valued, and equity is the norm. This is accomplished by seeking to uncover and eliminate individual conscious and unconscious biases through training, education, discussion, honest self-appraisal, and through other cultural and diversity activities.</p> |
| Ensuring Accountability and Effective Stewardship of Public Resources | <p>The City Attorney evaluates office policies and procedures and makes improvements as needed so systems are clear, accurate and transparent. The City Attorney evaluates timekeeping methods and ensures that work schedules fit clients' needs for access to accurate, prompt and reliable preventative legal advice. The City Attorney actively seeks to minimize costs for outside legal counsel as well as overhead and administration expenses.</p> <p>City legal services are fully centralized in the City Attorney's Office, with the exception of the Portland Development Commission and outside counsel. The City Attorney's Office's rates are significantly lower than outside counsel, and the City Attorney has greater familiarity with and expertise on the vast majority of the legal issues arising from City operations than outside counsel. The cost of service per City Attorney hour for FY 2016-17 is \$144. The average outside counsel rate is \$364 and can range as high as \$500 per hour. A goal of the City Attorney's Office is to minimize the number of occasions when outside counsel is hired by having sufficient in-house staff available.</p> |

Summary of Budget Decisions

Adds

Superfund Communications Consultant

The FY 2015-16 Adopted Budget included \$75,000 in one-time General Fund resources for a Superfund Communications Consultant. The FY 2016-17 Adopted Budget authorizes continuation of that contract on a one-time basis for an additional \$75,000.

Vacant/Abandoned Homes Attorney Support

The Adopted Budget includes \$152,346 in one-time General Fund resources to fund a 1.0 FTE limited term Deputy City Attorney to support efforts addressing vacant and abandoned homes in Portland.

Interagency Balancing

The Adopted Budget includes an additional \$244,879 in one-time and ongoing General Fund resources for the bureau's share of costs associated with City Hall security and major maintenance, moving the Bureau of Technology Services data center, and relocating the daycare center.

FY 2015-16 Carryover: Superfund

\$210,020 of the funds allocated for the Portland Harbor Natural Resources Trustees Participation Agreement is carried forward for expenses anticipated in FY 2016-17.

FY 2015-16 Carryover: Ban-the-Box

\$90,000 is carried forward from FY 2015-16 for implementation of "Ban-the-Box" legislation passed by City Council to remove barriers to employment, including public education and outreach, contracting with agencies providing services to returning citizens, and contracting with the Bureau of Labor and Industries for enforcement.

FY 2015-16 Carryover: Honors Attorney

The FY 2016-17 Adopted Budget includes \$120,000 in prior year vacancy savings to extend the contract of an Honors Attorney for one year.

Reductions

Materials & Services Reduction

The FY 2016-17 Adopted Budget reduces external materials and services by \$42,666 for office supplies, legal publications, and education. This reduction is not anticipated to have a significant impact on service delivery, at least in the near term, due to increased use of online publications and group/in-house trainings.

Technology Support Staff Reduction

The FY 2016-17 Adopted Budget eliminates a 1.0 FTE Applications Analyst funded through an interagency agreement with the Bureau of Technology Services (BTS). This results in a reduction of \$150,348.

Realignments**Paralegal Support**

The Adopted Budget authorizes creation of a 1.0 FTE Paralegal position, funded by realigning interagency revenue from the Civil Asset Forfeiture Program (\$100,098). This position will provide support across service areas and is anticipated to help maintain positive performance trends by keeping the cost of outside counsel and cost per attorney hour low, as well as supporting the Office's ability to continue to increase training hours provided to City staff.

Legal Services

| | |
|---|--|
| Description | Legal Services is the sole budget program in the City Attorney's Office. All personnel provide legal work directly to the City Council, Auditor and City bureau staff, as well as City boards and commissions. The Legal Services program allows the City Attorney's Office to represent the City in court litigation, administrative proceedings, appeals, and other judicial processes. This program provides advice, consultation, and research on issues and questions regarding municipal operations and programs, contract negotiations, and training. |
| Goals | The Legal Services Program supports the City's goal of delivering efficient, effective, and accountable municipal services. |
| Performance | The City Attorney's Office achieved excellent results in the past year, with 90% of contested cases resolved on terms favorable to the City. The office continues to experience an upward trend in the number of Citywide training hours provided, and the total cost for legal services in the City Attorney's Office remains significantly lower than for outside legal services; the costs for FY 2015-16 include a \$1.6 million contingency fee in a case that yielded increased tax revenue totaling \$5.3 million. Excluding the contingency fee, total estimated outside counsel costs for FY 2015-16 are \$335,000 - roughly equivalent to expenditures in FY 2014-15. Additionally, the Office increased the diversity of its lawyer and non-lawyer professional staff in its hiring over the past year, and was honored with an award from Oregon Women Lawyers for its work to advance equity and diversity in the legal profession. |
| Changes to Services and Activities | The Adopted Budget includes realignment of new interagency revenue to fund a paralegal position, one-time resources for a Superfund Communications Consultant, and a limited-term Deputy City Attorney to support efforts addressing vacant and abandoned homes. The Adopted Budget includes reductions to external materials and services and eliminates a technology support position. |

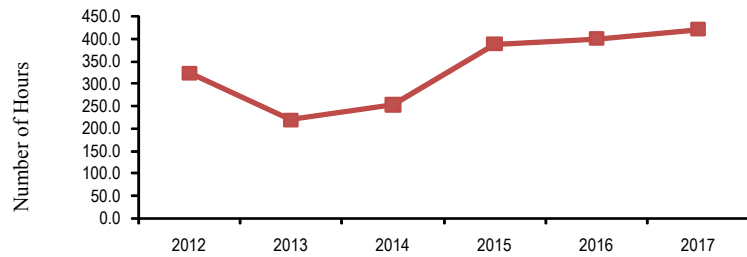
| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 59.35 | 62.05 | 64.30 | 66.30 | 66.30 |
| Expenditures | | | | | |
| Legal Services | 9,599,607 | 10,852,593 | 11,386,767 | 12,320,655 | 12,328,400 |
| Total Expenditures | 9,599,607 | 10,852,593 | 11,386,767 | 12,320,655 | 12,328,400 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Number of training hours provided by City Attorney staff to other City staff | 254 | 388 | 400 | 420 | 420 |
| Annual costs of outside counsel | \$595,525 | \$331,624 | \$2,032,000 | \$390,000 | \$460,000 |
| Cost of service per attorney hour | \$133 | \$133 | \$140 | \$146 | \$146 |
| Percentage of cases favorably resolved | NA | 89% | 90% | 85% | 85% |

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|----------------------------|------------------------------|
| Workload | | | | | |
| Number of litigation cases | 1,328 | 1,474 | 1,870 | 1,850 | 1,850 |
| Number of contracts reviewed and approved | 8,491 | 8,892 | 8,400 | 8,500 | 8,500 |

Performance Measures

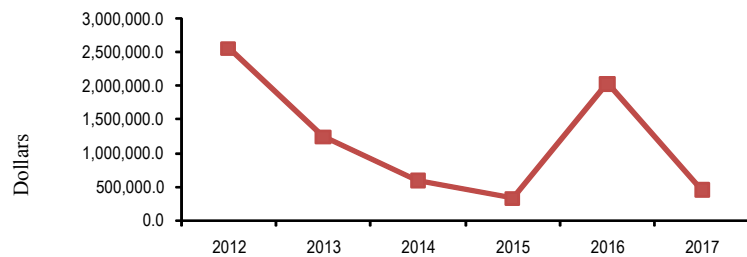
Training Hours

City Attorney staff provide Citywide training to assure consistent and coordinated City services and to minimize risks. The reduction in 2013 was due to the loss of one attorney position. The increase in 2015 is due to the addition of an attorney to work on Citywide public records issues.



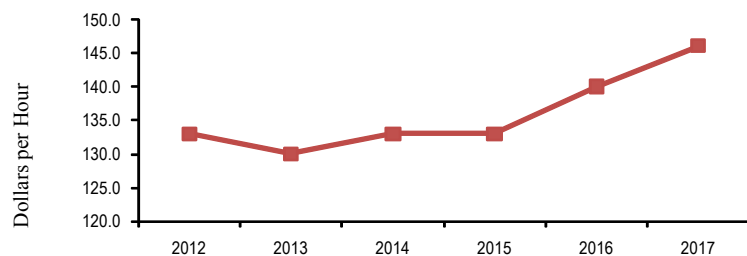
Annual Costs of Outside Counsel

Some outside counsel costs are unavoidable but the office strives to minimize these costs by having sufficient in-house staffing. (The FY 2015-16 spike in costs is due to a \$1.6 million contingency fee in a case that brought in \$5.3 million in added tax revenue. Excluding that fee paid exclusively from the settlement proceeds, outside counsel costs are expected to be about \$335,000 for FY 2015-16.)



Cost of Service per Attorney Hour

The cost of service per City Attorney hour is significantly lower than outside counsel costs. The average rate for outside counsel is \$364 per hour. At \$144 an hour, the City Attorney cost of service is only 40% of outside counsel costs.



| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 6,203 | 22,507 | 78,049 | 106,000 | 106,000 |
| Miscellaneous | 0 | 1,979 | 0 | 0 | 0 |
| Total External Revenues | 6,203 | 24,486 | 78,049 | 106,000 | 106,000 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 1,293,580 | 2,762,205 | 2,508,328 | 3,033,655 | 3,037,182 |
| General Fund Overhead | 3,095,418 | 2,892,929 | 3,174,964 | 3,520,061 | 3,524,279 |
| Interagency Revenue | 5,204,406 | 5,172,877 | 5,625,426 | 5,660,939 | 5,660,939 |
| Total Internal Revenues | 9,593,404 | 10,828,011 | 11,308,718 | 12,214,655 | 12,222,400 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$9,599,607 | \$10,852,497 | \$11,386,767 | \$12,320,655 | \$12,328,400 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 8,390,345 | 9,194,166 | 9,839,964 | 10,396,979 | 10,396,979 |
| External Materials and Services | 354,998 | 775,265 | 549,652 | 848,205 | 848,205 |
| Internal Materials and Services | 854,264 | 883,066 | 997,151 | 1,075,471 | 1,083,216 |
| Total Bureau Expenditures | 9,599,607 | 10,852,497 | 11,386,767 | 12,320,655 | 12,328,400 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$9,599,607 | \$10,852,497 | \$11,386,767 | \$12,320,655 | \$12,328,400 |
| Programs | | | | | |
| Administration & Support | 0 | (100) | 0 | 0 | 0 |
| Facilities Services | 0 | 4 | 0 | 0 | 0 |
| Legal Services | 9,599,607 | 10,852,593 | 11,386,767 | 12,320,655 | 12,328,400 |
| Total Programs | 9,599,607 | \$10,852,497 | \$11,386,767 | \$12,320,655 | \$12,328,400 |

City Support Services Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---------------------------------|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30002134 | Attorney, Assistant Deputy City | 69,285 | 92,498 | 2.00 | 150,180 | 2.00 | 155,852 | 2.00 | 155,852 |
| 30000597 | Attorney, Chief Deputy City | 112,195 | 160,618 | 5.00 | 790,830 | 5.00 | 797,976 | 5.00 | 797,976 |
| 30000418 | Attorney, City | 141,898 | 203,341 | 1.00 | 183,396 | 1.00 | 190,914 | 1.00 | 190,914 |
| 30000595 | Attorney, Deputy City | 94,931 | 128,627 | 16.00 | 1,880,980 | 17.00 | 2,036,154 | 17.00 | 2,036,154 |
| 30000596 | Attorney, Sr Deputy City | 101,962 | 142,397 | 13.50 | 1,896,864 | 13.50 | 1,910,468 | 13.50 | 1,910,468 |
| 30000440 | Business Operations Supervisor | 72,800 | 97,386 | 1.00 | 97,380 | 1.00 | 97,380 | 1.00 | 97,380 |
| 30000600 | Law Office Administrator | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000591 | Legal Assistant | 49,275 | 75,899 | 6.00 | 393,882 | 6.00 | 403,632 | 6.00 | 403,632 |
| 30000592 | Legal Assistant, Sr | 59,800 | 79,726 | 4.00 | 304,090 | 4.00 | 308,988 | 4.00 | 308,988 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 1.00 | 54,084 | 1.00 | 55,924 | 1.00 | 55,924 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 2.00 | 83,196 | 2.00 | 88,704 | 2.00 | 88,704 |
| 30000593 | Paralegal | 59,800 | 79,726 | 5.00 | 356,299 | 6.00 | 438,553 | 6.00 | 438,553 |
| 30000830 | Paralegal Supervisor | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000594 | Paralegal, Sr | 65,957 | 87,963 | 3.00 | 236,481 | 3.00 | 242,573 | 3.00 | 242,573 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 1.00 | 58,620 | 1.00 | 60,420 | 1.00 | 60,420 |
| TOTAL FULL-TIME POSITIONS | | | | 62.50 | 6,688,122 | 64.50 | 6,989,378 | 64.50 | 6,989,378 |
| 30000596 | Attorney, Sr Deputy City | 101,962 | 142,397 | 0.80 | 111,540 | 0.80 | 113,124 | 0.80 | 113,124 |
| 30000591 | Legal Assistant | 49,275 | 75,899 | 1.00 | 60,000 | 1.00 | 60,000 | 1.00 | 60,000 |
| TOTAL PART-TIME POSITIONS | | | | 1.80 | 171,540 | 1.80 | 173,124 | 1.80 | 173,124 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 64.30 | 6,859,662 | 66.30 | 7,162,502 | 66.30 | 7,162,502 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|----------------|----------------|-------------------|--------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 11,629,169 | 0 | 11,629,169 | 64.30 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 0 | 0 | 0 | 1.00 | Paralegal realignment |
| | (150,348) | 0 | (150,348) | 0.00 | Technology support staff reduction |
| | 0 | 75,000 | 75,000 | 0.00 | Superfund communications consultant |
| | 0 | 152,346 | 152,346 | 1.00 | Vacant/abandoned homes attorney |
| | 189,146 | 47,988 | 237,134 | 0.00 | OMF interagency balancing |
| | 0 | 210,020 | 210,020 | 0.00 | Carryover - Superfund |
| | 0 | 90,000 | 90,000 | 0.00 | Carryover - Ban-the-Box implementation |
| | 0 | 120,000 | 120,000 | 0.00 | Carryover - Honors Attorney |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 7,745 | 7,745 | 0.00 | Allocation bureau's share of daycare center relocation |
| | (3,868) | 703,099 | 699,231 | 2.00 | Total FY 2016-17 Decision Packages |
| | | | 12,328,400 | 66.30 | Total Adopted Budget |

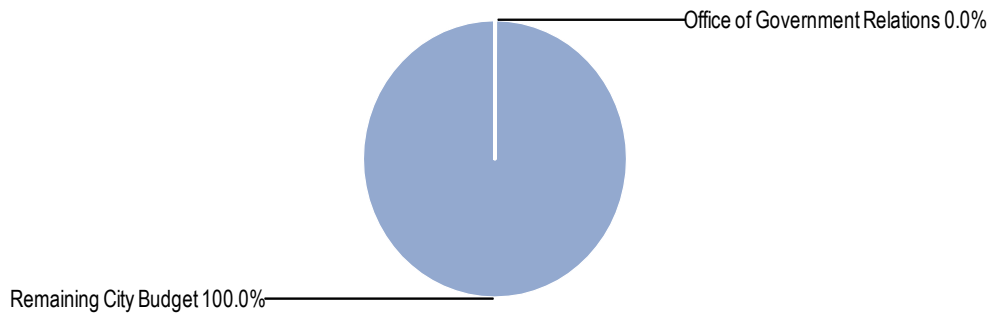
Office of Government Relations

City Support Services Service Area

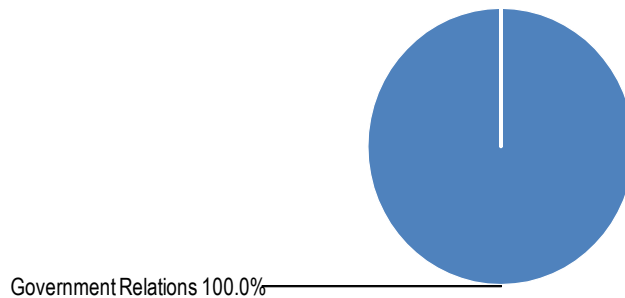
Mayor Charlie Hales, Commissioner-in-Charge

Martha Pellegrino, Director

Percent of City Budget



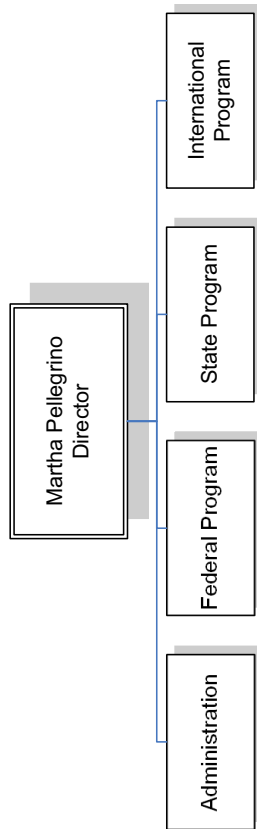
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 1,568,650 | 1,629,632 | 60,982 | 3.89 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 1,568,650 | 1,629,632 | 60,982 | 3.89 |
| Authorized Positions | 8.00 | 9.00 | 1.00 | 12.50 |

Office of Government Relations



Bureau Summary

Bureau Mission

The mission of the Office of Government Relations is to advance the City of Portland's legislative and intergovernmental policy objectives. The Office provides effective representation, strategic advice, and quality service to the City Council and all City bureaus.

Bureau Overview

Government Relations represents the City Council, the Auditor, bureaus, and the Portland Development Commission on legislative and administrative issues in Salem and in Washington, DC. Government Relations advances City policy goals and initiatives through effective advocacy to federal, state, and regional governments, and a broad range of non-governmental interests. Government Relations also oversees the City's International Relations program, which includes Portland's nine sister cities, and welcomes international delegations to Portland on a weekly basis. The Office has permanent staff in City Hall and temporary staff in Salem during legislative sessions.

Strategic Direction

The Office of Government Relations has four main goals adopted in the Office's first five-year strategic plan, 2016-2020:

- ◆ Advocate effectively for the City of Portland
- ◆ Provide quality, effective, and timely customer service
- ◆ Elevate Portland's international reputation
- ◆ Advance equity

Advocate Effectively for the City of Portland

In the coming year, the office will work to achieve this goal by developing the City's federal and state legislative priorities with the City Council and City Bureaus, advancing the City's legislative agendas in Salem and Washington, DC, building and maintaining effective working relationships with intergovernmental officials, and using technology to advance our advocacy capabilities.

At the federal level, Government Relations will focus on advancing the City Council's key federal priorities in Congress and with federal agencies. The priorities include: Affordable Housing and Homelessness, climate change, the Portland Harbor Superfund Clean-Up, gun violence prevention, the Urban Area Security Initiative Funding, municipal bonds (infrastructure financing), Federal Protected Sick Time, and LT2 as well as advancing the City's interests on several other federal issues. The office will coordinate all federal requests for support at the City and work closely with each bureau and office to ensure that requests are prioritized and not in direct competition. In addition, Government Relations will facilitate opportunities to advance City priorities at a national level, through organizations such as the US Conference of Mayors. The process for beginning planning for the 2017 federal agenda will begin in fall of 2016.

For the 2016 state legislation session, the City Council adopted a consensus legislative agenda that covers affordable housing (inclusionary housing, funding for housing and homelessness, and tenant protections), raising the state minimum wage, climate change, transportation funding & safety, preemptions, recreational marijuana, and support for Umpqua Community College. These and many other issues will be advanced with advocacy efforts by, and strategic advice from, Government Relations. The process for beginning planning for the 2017 state legislature session will begin in the summer of 2016.

Provide Quality, Effective, and Timely Customer Service

The office continues to focus on the highest quality of customer service. Specifically, we will focus on keeping our clients informed with timely information and quality updates, providing high quality strategic advice, creating continuous improvements to services, and fostering an environment of employee engagement and satisfaction.

Elevate Portland's International Reputation

Since taking the program from the Mayor's Office in March 2014, Government Relations has worked hard to increase the programs capacity by promoting international partnerships and exchanges that further Portland's policy objectives, fostering successful Sister City Associations, and working to make Portland a more welcoming international city.

Advance Equity

Government Relations is committed to improving equity in its internal operations and in the delivery of advocacy services. The office will work to create opportunities for Portland to become a more inclusive and equitable city, promote an inclusive and supportive work environment to retain and develop employees, and expand recruitment and outreach efforts to communities of color and other underserved communities.

Summary of Budget Decisions

Reductions

5% Budget Reduction

The Adopted Budget reduces external materials and services by \$35,791, resulting in General Fund discretionary and overhead savings. This reduction includes cuts to interim legislative outreach in Oregon, travel to Washington, DC in support of the City's federal priorities, employee continuing education and professional development, and supplies for the International Relations program.

Realignments

International Relations

The Adopted Budget realigns existing resources from the International Relations Hatfield Fellow to provide funding for one ongoing FTE for an International Relations Associate (IR Associate). The IR Associate adds much-needed ongoing capacity to the International Relations program. The IR Associate assists with welcoming international delegations including visiting students, ambassadors, and elected officials from around the world. The IR Associate also helps to support Portland's Sister City program, writes the program's quarterly newsletter, and helps with ensuring that all gifts received by the City from international visitors are appropriately logged and inventoried per City regulation.

Interagency Balancing

OMF IA Balancing

Office of Government Relations

City Support Services Service Area

The Adopted Budget includes \$26,320 of additional ongoing and one-time General Fund resources for costs associated with the move of the City's data center from the third floor of the Portland Building, the construction of fuel stations for City-owned vehicles, and increased security in City Hall.

Government Relations Services

| | |
|--------------------|--|
| Description | <p>The mission of the Office of Government Relations is to advance the City of Portland's legislative and intergovernmental policy objectives. The Office provides effective representation, strategic advice, and quality service to the City Council and all city bureaus.</p> <p>Government Relations represents the City Council, the Auditor, bureaus, and the Portland Development Commission on legislative and administrative issues in Salem and in Washington, DC. The office advances City policy goals and initiatives through effective advocacy to federal, state, and regional governments, and a broad range of non-governmental interests. Government Relations also oversees the City's International Relations program, which includes Portland's nine sister cities, and welcomes international delegations to Portland on a weekly basis. The office has permanent staff in City Hall and temporary staff in Salem during legislative sessions.</p> |
| Goals | <p>The Legislative program supports the citywide goal of delivering efficient, effective, and accountable municipal services. Government Relations completed a strategic planning effort during FY 2015-16 that identified four goals over the next five years: advocate effectively for the City of Portland; provide quality, effective, and timely customer service; elevate Portland's international reputation; and advance equity.</p> |
| Performance | <p>In FY 2015-16, the office met nearly all of the established performance measure targets. From our 2015 customer service survey, our customers rated the offices overall performance at 97% excellent or very good, which exceeded the target of 96%. 100% of clients reported that Government Relations was responsive to their requests, meeting the performance target. Government Relations exceeded performance targets in the area of making progress on state or federal issues by 12% (the target was 70%). The only target not met was number of international delegation received; the office welcomed about 90 visiting delegations in the last year and the target was 100.</p> <p>During the 2015 state legislative session, Government Relations tracked 2,185 bills and passed 100% of City initiatives on the City's agenda. These successes included: \$1.5 million for a Forest Park Visitors Center, \$17 million for safety improvements on outer Powell Boulevard, \$2.5 million for the Fritz-Fairchild Act, authorization for Portland Police to use on-body cameras, a traffic safety initiative that allows for the use of fixed-speed cameras on high crash corridors, statewide Paid Sick Leave, and a bill that gives the City more authority to ensure integrity in the Minority and Women Business Enterprise contracting process.</p> <p>During the 2015 federal legislative session, Government Relations acted on each of the priorities in the city's federal agenda. Highlights include: helping to secure \$3 million from the Urban Area Security Initiative for the Portland Bureau of Emergency Management and regional safety partners, working with the delegation of the Environmental Protection Agency on the Portland Harbor Superfund Clean Up, and advocating for a long-term transportation funding bill. The Office also assisted with planning the West Coast Mayors Summit focused on housing and homelessness and climate change with five West Coast cities and US Housing and Urban Development Secretary Julian Castro.</p> |

Office of Government Relations

City Support Services Service Area

Changes to Services and Activities

The Adopted Budget reduces external materials and services by \$35,791, resulting in General Fund discretionary and overhead savings, and realigns existing resources to provide funding for an ongoing International Relations Associate position. The Adopted Budget also includes \$26,320 of additional General Fund resources for costs associated with the move of the City's data center from the third floor of the Portland Building, the construction of fuel stations for City-owned vehicles, and increased security in City Hall.

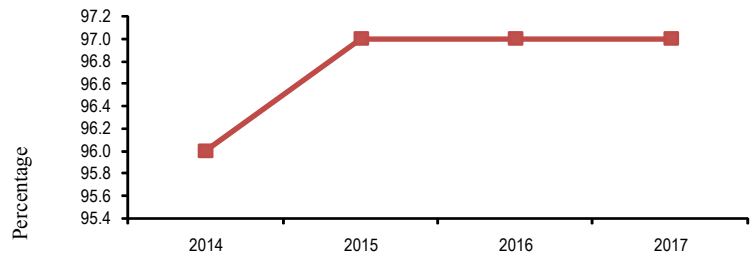
In FY 2016-17, Government Relations will prepare for and lobby a long session in Salem (over 5 months, compared to 35 days), which means that the expenses are approximately \$50,000 higher than short sessions.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 7.00 | 9.40 | 8.00 | 8.00 | 9.00 |
| Expenditures | | | | | |
| Government Relations | 1,168,302 | 1,372,388 | 1,568,650 | 1,628,715 | 1,629,632 |
| Total Expenditures | 1,168,302 | 1,372,388 | 1,568,650 | 1,628,715 | 1,629,632 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of respondents rating services as "excellent" or "very good" | 96% | 97% | 97% | 96% | 97% |
| International delegations received | NA | 70 | 90 | 70 | 100 |
| Percentage of respondents reporting progress made on state, federal, or intergovernment issues | 64% | 60% | 82% | 60% | 70% |
| Effectiveness | | | | | |
| Responsiveness to client requests | 100% | 100% | 100% | 100% | 100% |
| Workload | | | | | |
| Percentage of targeted legislators contacted | 90% | 90% | 90% | 90% | 90% |

Performance Measures

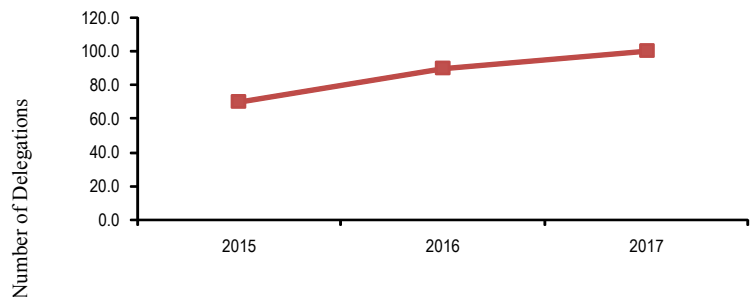
Percentage of Respondents Rating Services as "Excellent" or "Very Good"

Percentage of respondents in annual customer service survey answering "excellent" or "very good" when asked to rate the overall performance of OGR. OGR will maintain high rates of customer satisfaction (97%) in the coming year by providing effective representation, excellent strategic advice and quality service. OGR employees will practice strong communication skills and will be responsive and accessible to clients.



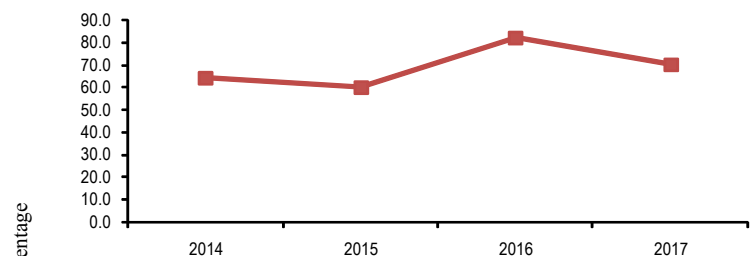
International Delegations Received

The number of visiting delegations welcomed on an annual basis. These delegations range from international groups of students to high-ranking public officials. In the FY 2016-17, OGR realigns funding to create an ongoing FTE for an International Relations Associate (IR Associate). The IR Associate will add much-needed ongoing capacity to support and facilitate an increased volume of international delegations being welcomed to the City of Portland.



Percentage of Bureaus Reporting Progress Made on State, Federal, or Intergovernmental Issues

Percentage of bureaus or Council offices surveyed who reported they were assisted by OGR in making progress on state, federal, international or intergovernmental issues. Data points posting on even-numbered years reflect odd-numbered state legislative sessions. These sessions are long (160 days versus 35 days) and present more opportunities for legislative engagement with bureaus. The difference between responses from even and odd-numbered years is likely due to this difference in the state legislative calendar and opportunities for engagement.



Office of Government Relations

Summary of Bureau Budget

City Support Services Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Intergovernmental | 35,000 | 0 | 35,000 | 35,000 | 35,000 |
| Total External Revenues | 35,000 | 0 | 35,000 | 35,000 | 35,000 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 263,270 | 542,110 | 651,111 | 640,470 | 640,888 |
| General Fund Overhead | 718,057 | 692,445 | 740,153 | 765,884 | 766,383 |
| Interagency Revenue | 151,975 | 137,833 | 142,386 | 187,361 | 187,361 |
| Total Internal Revenues | 1,133,302 | 1,372,388 | 1,533,650 | 1,593,715 | 1,594,632 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$1,168,302 | \$1,372,388 | \$1,568,650 | \$1,628,715 | \$1,629,632 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 807,890 | 926,329 | 1,057,738 | 1,033,732 | 1,098,238 |
| External Materials and Services | 221,155 | 288,284 | 360,492 | 389,773 | 325,267 |
| Internal Materials and Services | 139,257 | 157,775 | 150,420 | 205,210 | 206,127 |
| Total Bureau Expenditures | 1,168,302 | 1,372,388 | 1,568,650 | 1,628,715 | 1,629,632 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$1,168,302 | \$1,372,388 | \$1,568,650 | \$1,628,715 | \$1,629,632 |
| Programs | | | | | |
| Government Relations | 1,168,302 | 1,372,388 | 1,568,650 | 1,628,715 | 1,629,632 |
| Total Programs | 1,168,302 | \$1,372,388 | \$1,568,650 | \$1,628,715 | \$1,629,632 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000004 | Commissioner's Admin Support Specialist | 39,853 | 61,381 | 1.00 | 65,352 | 1.00 | 65,352 | 2.00 | 105,204 |
| 30000005 | Commissioner's Staff Rep | 50,627 | 92,518 | 3.00 | 229,474 | 3.00 | 238,634 | 3.00 | 238,634 |
| 30000414 | Government Relations Director | 112,195 | 160,618 | 1.00 | 160,620 | 1.00 | 160,620 | 1.00 | 160,620 |
| 30000498 | Government Relations Lobbyist | 82,098 | 109,346 | 2.00 | 200,138 | 2.00 | 207,328 | 2.00 | 207,328 |
| 30001783 | State Government Relations Manager | 88,275 | 117,562 | 1.00 | 105,756 | 1.00 | 110,088 | 1.00 | 110,088 |
| TOTAL FULL-TIME POSITIONS | | | | 8.00 | 761,340 | 8.00 | 782,022 | 9.00 | 821,874 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 8.00 | 761,340 | 8.00 | 782,022 | 9.00 | 821,874 |

City Support Services Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|----------------|------------|------------------|-------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 1,638,186 | 0 | 1,638,186 | 8.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 26,320 | 0 | 26,320 | 0.00 | OMF interagency balancing |
| | (35,791) | 0 | (35,791) | 0.00 | Reducing external materials and services |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 1.00 | Add position to support International Relations |
| | 0 | 917 | 917 | 0.00 | Allocate bureau's share of Daycare Center relocation |
| | (9,471) | 917 | (8,554) | 1.00 | Total FY 2016-17 Decision Packages |
| | | | 1,629,632 | 9.00 | Total Adopted Budget |

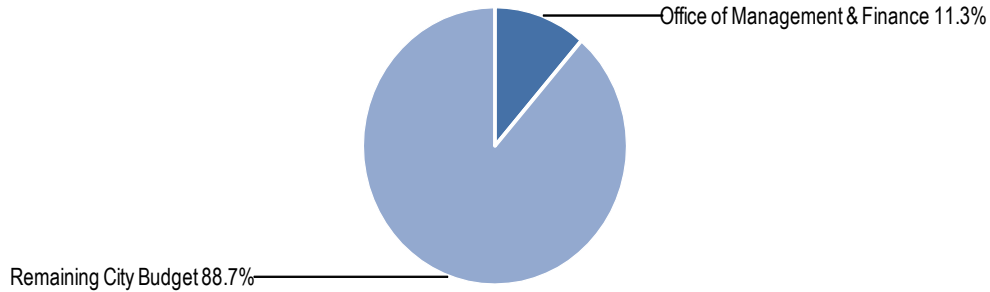
Office of Management & Finance

City Support Services Service Area

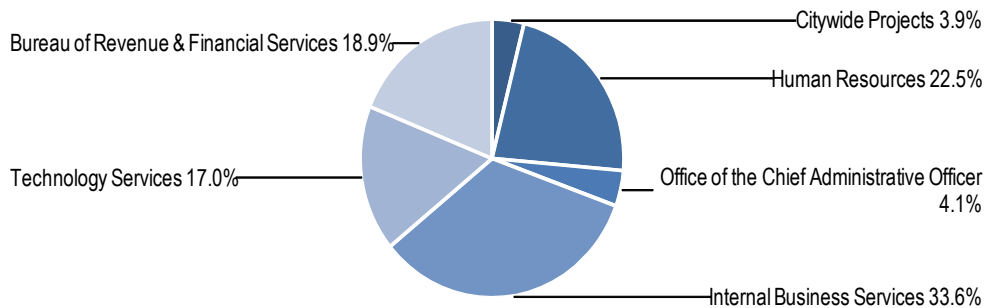
Mayor Charlie Hales, Commissioner-in-Charge

Fred Miller, Chief Administrative Officer

Percent of City Budget



Bureau Divisions



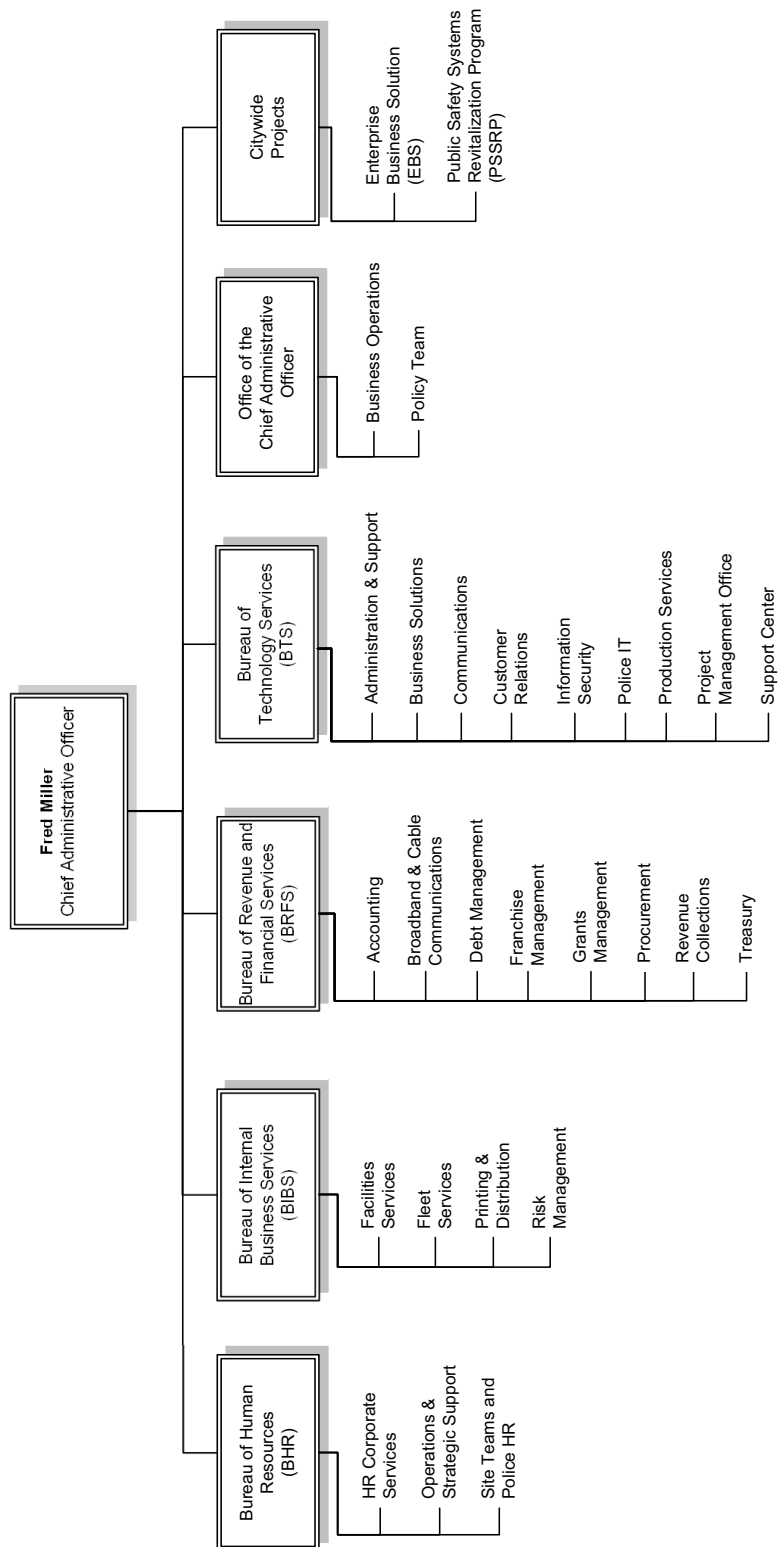
Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 451,477,982 | 441,480,020 | (9,997,962) | (2.21) |
| Capital | 40,032,111 | 43,688,813 | 3,656,702 | 9.13 |
| Total Requirements | 491,510,093 | 485,168,833 | (6,341,260) | (1.29) |
| Authorized Positions | 645.90 | 647.43 | 1.53 | 0.24 |

Office of Management & Finance

City Support Services Service Area

Office of Management & Finance



Bureau Summary

Bureau Mission

To be a trusted partner creating smart solutions for the City and our community.

Bureau Overview

| | |
|---|--|
| Services to the City | The Office of Management & Finance (OMF) is overseen by the City's Chief Administrative Officer (CAO) and provides core central services necessary for the operation of the City of Portland government. The Office of Management & Finance consists of the bureaus of Human Resources, Internal Business Services, Revenue & Financial Services, and Technology Services; Citywide Projects; and the Office of the Chief Administrative Officer, which includes the Business Operations Division and Policy Team. OMF provides services to other government agencies including: the 800 MHz Public Safety Radio System, Integrated Regional Network Enterprise, RegJIN, Multnomah County Business Income Tax collection, CityFleet, and Printing & Distribution. The bureau is guided by a 2012-17 Strategic Plan that identifies the organizational mission, values, goals, strategies, and performance measures. |
| Summary of Resources | The office is funded through a combination of resources. Just under half of its funding is through interagency charges to other City bureaus. Interagency revenue primarily includes charges from Technology Services, Enterprise Business Solution, CityFleet, Facilities Services, Printing & Distribution, and Risk Management. Documents describing the funding methodologies were shared with customers and posted on the OMF website. In FY 2016-17, only 4.6% of the office's budget is funded through General Fund resources, mainly to fund portions of the Bureau of Human Resources, Revenue & Financial Services, and Office of the CAO. Other resources include General Obligation (GO) Bond proceeds for the Public Safety GO Bond, user fees for the Spectator Venues and Visitor Activities Fund, and payroll charges for the Health Insurance Fund. The Bureau of Revenue & Financial Services receives some interagency revenues for Debt Management, and recovers costs for Treasury through a reduction in interest earnings distributed to bureaus. Many internal service funds serve outside agency customers. |
| Office of the Chief Administrative Officer (CAO) | In addition to Citywide responsibilities and managing the Office of Management & Finance to ensure cost effective administrative and support services, the Chief Administrative Officer is responsible for providing the Mayor and City Council with accurate and timely information and analysis on a wide array of financial and policy issues. The Business Operations division is part of this office and provides financial analysis, communications, strategic planning, project management, and administrative support to OMF bureaus, as well as financial and administrative services to Council Offices and programs. |
| Bureau of Human Resources (BHR) | The Bureau of Human Resources is responsible for management of the City's human resources systems, including administrative rules and procedures. It is responsible for assisting bureaus to recruit, develop, and retain a competent and high-quality workforce. The bureau manages employee benefits, payroll, deferred compensation, the Health Insurance Operating Fund, classification and compensation, labor relations, and workforce training. |

Office of Management & Finance

City Support Services Service Area

| | |
|--|--|
| Bureau of Internal Business Services (BIBS) | The Bureau of Internal Business Services manages a range of core internal services that are critical to meeting City business needs such as facilities, fleet, printing, and risk management. |
| Bureau of Revenue & Financial Services (BRFS) | The Bureau of Revenue & Financial Services is responsible for revenue collection and Citywide financial services. The bureau is responsible for collecting the business license tax, utility license franchise fees, transient lodging tax, business property management, cable franchise management, and other revenues. Revenue and Financial Services also provides Citywide financial services, including accounting, financial reporting, treasury, debt management, grants management, and procurement. |
| Bureau of Technology Services (BTS) | The Bureau of Technology Services provides strategic planning and management of the City's communications-related and information technology equipment and systems. The bureau provides expert and cost-effective communications and information technology services to the City and regional partners, promoting interoperability. |
| Citywide Projects | Citywide Projects consists of the Enterprise Business Solution division and the Public Safety Systems Revitalization Program. The Enterprise Business Solution division manages the City's SAP application. The Public Safety Systems Revitalization Program, which has replaced a number of aging public safety technology systems that support critical Citywide needs, is winding down after the completion of the radio replacement project. General Fund resources have been eliminated as of FY 2016-17. The Chief Administrative Officer provides leadership and oversight and the office administratively supports both divisions. |

Strategic Direction

| | |
|---|--|
| Office of Management & Finance Goals | OMF's 2012-17 Strategic Plan was accepted by City Council in May 2013. The plan organizes these goals around four strategic themes, which are areas where the office must excel to achieve the mission and vision and to deliver value to customers. The strategic plan was developed through extensive research that included customer and employee surveys, stakeholder interviews, customer and employee focus groups, an environmental scan of OMF's numerous lines of business, and an analysis of strengths, weaknesses, opportunities, and challenges. The CAO produces a work plan that aligns with the OMF Strategic Plan and includes Mayor/Council priorities. These plans are distributed to Council and to OMF staff. Below is a list of the Strategic Plan themes and corresponding goals. |
|---|--|

Quality Customer Service

- ◆ Deliver business solutions that take into account customer needs and interests.
- ◆ Provide a cross-City perspective to assist bureau directors and City Council in understanding the impact of their business, policy, and budget decisions, including unintended consequences.
- ◆ Market Office of Management & Finance services effectively to customers.
- ◆ Build trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis, and communication.

Operational Excellence

- ◆ Provide streamlined business processes that are easy to understand, efficient and ensure compliance.
- ◆ Provide seamless, integrated service delivery models across the organization to simplify business processes for customers.
- ◆ Deliver business processes that provide options to address individual bureau requirements and changing environmental factors.
- ◆ Collaborate with stakeholders to identify and eliminate barriers within office processes and procedures to provide equitable access to City services and opportunities.
- ◆ Develop a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs.
- ◆ Develop business processes that support the City's sustainability goals.

Financial Sustainability

- ◆ Secure adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure.
- ◆ Provide financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- ◆ Maximize value to the community by promoting regional partnerships that create government efficiencies.

Workforce Development

- ◆ Lead Citywide initiatives that help bureaus plan for and adapt to a changing workforce.
- ◆ Provide programs to attract, on-board, develop, and retain a skilled, knowledgeable, and diverse City workforce.
- ◆ Create and sustain a workplace that promotes a balance between employee innovation, accountability, and business needs.
- ◆ Increase Citywide employee participation in wellness programs and safety initiatives.

Citywide Plans

The Office of Management & Finance's 2012-17 Strategic Plan was developed with linkage to the Portland Plan. The office adopted the value of equity, which is in alignment with the Portland Plan's equity lens. The strategic plan includes goals and strategies that directly support the Portland Plan's priorities of prosperity, and indirectly support the Portland Plan priorities through development and work with City bureaus that provide direct services to the community. Examples include implementation of the Social Equity Contracting Strategy and the Diversity, Outreach, and Employment Resources program.

Much of OMF's work directly supports other City bureaus, so as bureaus develop and share their implementation plans, OMF supports those efforts. Some initiatives are underway or are being proposed. For example, BIBS Fleet Services is working with bureaus to implement the Climate Action Plan requirement to ensure 20% of the sedan fleet is electric or plug-in hybrid by the end of FY 2015-16. This requires an investment in charging stations and the infrastructure to support them. In addition, BIBS is developing strategies to address the Climate Action Plan including ways to reduce the carbon footprint of OMF managed operations.

Significant Issues

OMF has a cross-bureau, enterprise perspective and will continue to lead with recommended solutions to make the City operate better. The following significant issues must be addressed to reduce operational and/or financial risks to the City. OMF decision packages and the OMF workplan reflect these critical needs.

Long Term Financial Forecast

City resources increased in FY 2015-16, but projected expenses are rising faster than projected revenue. In the next five to ten years, the City will have to address several large financial obligations, including the Portland Harbor clean-up, Portland Building Reconstruction project, Parks labor settlement, PERS increases, Portland Levee project, Data Center Move, affordable housing, and other infrastructure investments.

Portland Building Reconstruction

In 2015, City Council approved Resolution #37158 directing OMF to complete the Portland Building Reconstruction project by the year 2020 for a cost not to exceed \$195 million. This project will impact many bureaus and is necessary to preserve the City's asset investment and provide a safe and productive work environment for City staff to serve the public. The new building must accommodate rapidly changing technology, an increasingly mobile workforce, and flexible work spaces.

Data Center Move/Disaster Recovery

The City relies extensively on technology in order to provide critical services to the public. A large scale natural or man-made disaster could result in destruction of numerous technology systems that are essential for the ongoing operation of the City. In addition, ensuring the integrity of the systems that keep customer information is essential for public trust. The current Data Center location is not sustainable through the Portland Building reconstruction nor in a disaster situation; therefore, it must be moved and a redundant backup location secured.

Employer of Choice

The City strives to be the public employer of choice. To achieve that, OMF launched a Citywide onboarding platform and began to update the classification/compensation system. Additional components include employee development, centralized training, and strategies to engender emotional safety for City employees to improve overall communication and employee satisfaction at work. The significance of this issue continues to grow given impending retirements, population increases, and a more transitory workforce.

Equitable Outcomes

The City has adopted the Portland Plan and requires all bureaus to assess the equity and social impacts of their service delivery, policies, and budget requests to identify who benefits and who is burdened, and to help reduce disparities in our community. OMF has specific responsibilities to promote diversity in the City's workforce and in the City's contracting opportunities.

Personally Identifiable Information

While many bureaus worked to comply with Payment Card Industry (PCI) standards in 2015, there is still work to be done throughout the City to keep Personally Identifiable Information (PII) secure. Since personally identifiable information is maintained by every bureau, all bureaus will need to take action. Without attention, the City and Council risk compromising customer information that could lead to fraudulent activities.

Summary of Budget Decisions**Additions****Body Worn Camera PISA Transfer**

Transfers a Principal Information Systems Analyst position and \$154,845 from the Police Bureau to the Bureau of Technology Services (BTS). The PISA position was included in the Police Bureau Body Worn Camera decision package. The position will be funded through an interagency agreement between the Police Bureau and BTS and will provide ongoing technology support to the body worn camera program.

IRS Data Exchange

Adds \$450,004 and 2.0 FTE in one-time General Fund resources for the Internal Revenue Service Government Liaison Data Exchange Program, allowing the Revenue Division to continue to receive Federal Taxpayer Information. This additional data will allow the Revenue Division to identify outstanding tax liabilities and increase collections. Increased General Fund revenue is expected to range from approximately \$780,000 to \$2.3 million ongoing. Increases are also expected for Multnomah County and the Arts Education and Access Fund.

Support Revenue Collection

Adds \$282,180 and 3.0 FTE, which will result in more revenue for the General Fund. The total funding increase is comprised of \$151,098 in ongoing General Fund resources, \$102,150 in one-time General Fund resources, and \$28,932 in anticipated local cost sharing revenue. The local cost sharing portion was later backfilled with \$29,000 in General Fund program carryover from the Accounting division (see Technical Adjustments below). An Unregistered Compliance Team position will work to collect taxes owed from unregistered businesses and is expected to deliver a net positive return on investment for the General Fund of at least 2:1 (4:1 including Multnomah County). A short term rental position will work to enforce regulations and tax compliance for thousands of local short-term rental locations, in accordance with City Council Ordinance #186985 (passed in January of 2015). Tax collections in FY 2014-15 from short-term rentals exceeded \$1.2 million. The Franchise Management and Utility License Programs generate over \$82 million annually in General Fund revenue. A limited term auditor position is expected to deliver a net positive return on investment for the General Fund.

Data Center Move

Adds \$2,000,000 in interagency revenue and commits a further \$7,700,000 in funding through FY 2018-19 for the relocation of the data center currently located in the Portland Building. The data center houses servers for nearly all City applications, including critical ones such as SAP, Cayenta Utility Billing, and PortlandOregon.gov, as well as file and print servers for bureaus. This project completes a requirements analysis, obtains third-party data center hosting services both within and outside of this region, plans and executes the migration of all systems and services out of the Portland Building data center, and then plans and executes disaster recovery capabilities for identified critical systems.

Portland Building Reconstruction

Budgets \$12,772,356 in one-time funding for FY 2016-17 costs. In October 2015, Council approved Resolution #37158 in which OMF was directed to complete the Portland Building Reconstruction project by the end of 2020 for a cost not to exceed \$195 million. FY 2016-17 costs include funding for an owners representative contract, architectural and engineering design services under a progressive Design-Build-Relocate contract, staff costs, and other design phase costs. These costs will be funded with the remaining balance of \$3.75 million of major maintenance funds dedicated to the project, \$2.57 million of General Fund dedicated to the project, and debt financing.

Socially Responsible Investment Research

Adds \$40,000 to pay for ongoing research subscription, funded from interest earnings. In December 2014, Council approved Resolution #37102 to form a permanent Socially Responsible Investments Committee of community members to recommend corporate debt issuers for inclusion on, or removal from, the City's Corporate Securities Do-Not-Buy List. The resolution directs the City Treasurer to identify and procure a research subscription(s) that best addresses the socially responsible investment principles established by City Council.

Vertical Applications Analyst

Adds \$158,213 and 1.0 FTE for a position funded by the Bureau of Development Services. This position will support the ITAP system for both the one-time project and ongoing sustainment. Development Services identified this position as a significant issue due to the complexity of the ITAP system and the switch to a Microsoft web application platform.

Campsite Services Program

Adds \$690,000 of one-time General Fund resources and two 0.9 FTE for a campsite services program. The positions will manage homeless related activities including campsite identification and development, day storage operations, Right 2 Dream Too (R2DToo) and other sanctioned campsite operations, cross-bureau and interagency coordination, vendor management and contract administration, and other duties as assigned.

Digital Equity Action Plan Implementation

Adds \$142,258 in ongoing General Fund resources and 1.0 FTE to implement the plan. The joint City/County Digital Equity Action Plan (DEAP) was adopted by City Council in Resolution 37199 on April 6, 2016. This package includes both ongoing and one-time resources to implement the plan. Resources will be used to fund the development of an inventory of digital inclusion programs/services/activities that would be available on a searchable web-based tool and development of sustainable revenue options.

Special Appropriations Grants

Adds \$92,514 in ongoing General Fund resources and 1.0 FTE to the Grant Management division to manage Special Appropriations grants to outside organizations. The position will work to ensure programmatic goals and funding objectives are aligned with the City's core services, grant monitoring is consistent, financial transactions are accurate and timely, and grant results are achieved, reported, and used to inform subsequent budget decisions.

City Hall Security

Funds three new security measures at City Hall via interagency agreements. Security measures include the installation of a duress system for \$75,000 (one-time), security cameras for \$37,000 (one-time), and additional security guard coverage for \$250,000 (ongoing).

Reductions**Reduction in Personnel Services**

Eliminates a PISA position and a Technology Capital Project Manager II position in the Public Safety System Revitalization Program (PSSRP) and reduces the PSSRP budget by \$217,859 in General Fund ongoing resources. As the PSSRP projects are successfully completed, the need for the services is not as critical as in years past. The managerial oversight of the PSSRP will continue to be performed by the Bureau of Technology Services Director through the end of the PSSRP projects.

City Hall Major Maintenance

Reduces the General Fund discretionary funding of the City Hall major maintenance program by \$10,601. Additionally, the funding source was changed to interagency rental rates, which allows costs to be part of the General Fund overhead pool. The result is overall major maintenance funding increases of \$225,850.

Mayor's Security Reduction

Reduced General Fund discretionary funding of the Mayor's security detail at City Hall by \$71,741. The funding source was changed to an interagency agreement with the Mayor's Office, which allows costs to be part of the General Fund overhead pool. The result is that overall funding remains the same, but is now an interagency expense, instead of a cash transfer.

Yeon Building Operations and Maintenance Reduction

Reduces operations and major maintenance on this building by \$538 in ongoing General Fund resources. Reductions will be applied to preventative maintenance service levels so that remaining funding will be available to address building and equipment failures.

Jerome Sears Building Operations and Maintenance Reduction

Reduces operations and major maintenance on this building by \$104,088 in ongoing General Fund resources. The long-term plan for this building is to become the Westside Operations Center for emergency operations. Reductions will be applied to preventative maintenance service levels so that remaining funding will be available to address building and equipment failures.

Reallocate Spectator Staff Costs

Reallocates \$25,156 in personnel costs for the Spectator Facilities and Development Manager position from 85% Spectator Venues & Visitor Activities Fund (SVVAF) and 15% CAO's Office General Fund (GF) to 100% SVVAF. This change will better align funding sources with functional activities within the Spectator Program. Staff will be fully funded through the SVVAF.

Maintain Services: Add Revenue/Cut Costs

Reduces resources by \$93,847 and offsets that with reductions to BTS interagency agreements of \$14,660, reductions to Facilities interagency agreements of \$22,162, increased revenue of \$10,000 from the interagency agreement with the Office for Community Technology where Business Operations is the service provider, and decreased personnel and external materials and services expenditures of \$47,025. Business Operations provides financial management, communications and administrative services to OMF bureaus and divisions, as well as City Council offices and three Council programs. This would allow the Division to maintain service delivery to its 38 direct clients.

Portland Community Media

Reduces the grant to Portland Community Media (PCM) by \$44,240 in ongoing General Fund resources. PCM provides financial and technology resources dedicated for public, educational, and government uses by access providers as designated by the City. The reduction will eliminate PCM's staff capacity to address digital inclusion.

Utility Franchise/Wireless Support

Reduces funding by \$21,181 in ongoing General Fund resources, eliminating resources to assist in addressing the ten backlogged utility franchise negotiations (as of May 2016) and to implement potential new FCC rules affecting local permitting procedures and policies on wireless siting by commercial wireless carriers.

Reduce PCDP and MEP Programs

Reduces funding by \$149,000 in ongoing General Fund resources and eliminates participation in the Mentor Protege program sponsored by the Port of Portland, reduces support for the Prime Contractor Development Program, eliminates the Prime Contractor Residential Housing start-up program in conjunction with Portland Housing Bureau, and reduces sponsorships as part of the We Are Better Together program.

Reduce Software Replacement

Reduces Procurement's ongoing investment in software replacement and upgrade funding by \$123,216 in ongoing General Fund resources. Procurement owns several key pieces of software related to vendor registration, bidding, and compliance tracking, including MWESB compliance. Procurement established a software replacement fund with BTS in order to ensure funding is available for future upgrade or replacement and this reduction may mean requesting add packages in the future when upgrades or replacement is necessary.

Reduce Grants Training

Eliminates \$17,895 in ongoing General Fund resources to fund trainings previously sponsored by the Grants Management Division to provide updated federal, state, and local guidelines and requirements for City bureaus and other regional grant recipients, as well as curtails funding available for staff to attend workshops and trainings.

Reduce CAFR Efficiency Initiatives

Reduces the Accounting budget by \$146,760 in ongoing General Fund resources for temporary employees and overtime in personnel services and for professional services and miscellaneous in external materials and services. These reductions limit the division's ability to implement new CAFR efficiency software or process improvement initiatives that require external investment and the division's flexibility to hire temporary employees and meet overtime demands associated with accelerating the completion of the annual CAFR and audit.

Reduce Training and Professional Services Funding

Reduce materials and services by \$68,063 in ongoing General Fund resources, affecting Human Resources Training and Workforce Development; Diversity, Outreach, and Employment Resources; and Operations. This reduction, along with reductions in prior years, will significantly limit instruction materials for training, external professional services needed to address specific issues, special projects, and civil service board costs.

OSS III Payroll

Eliminates 1.0 FTE and \$98,017 of ongoing General Fund resources that fund an Office Support Specialist III position within Human Resources Systems and Payroll Administration program. This position is primarily responsible for processing wage garnishments, writs and child support orders, direct deposit accounts, administering the TRIP program, and third party reconciliation and remittances (e.g. union dues, charitable deductions, etc.). Workload will shift to other team members, which could delay other payroll activities.

PSSRP Savings - Reallocation

Reduces \$690,575 of PSSRP ongoing General Fund resources and reallocates \$640,050 on a one-time basis to the Revenue division. In FY 2015-16, OMF was directed through a budget note to renegotiate an agreement with Multnomah County for tax collection services performed by the Revenue division. The Revenue division does not expect resolution on this issue in time for the FY 2016-17 budget. Of the \$640,050 reallocated to the Revenue division on a one-time basis, \$1,959 will be continue to be allocated to the Revenue division on an ongoing basis beginning in FY 2017-18 to support radio replacement set-aside.

Funding Changes

EBS IA Increase for Training

Increases the interagency agreement between BHR and EBS to reflect the realignment of services provided by the Training and Workforce Development Program, shifting the focus of training staff time from Citywide training to SAP training, decreasing Citywide training, and increasing SAP training. The funding change frees up \$40,000 in General Fund resources.

OSS III Realignment of Front Desk Support

Allocates a share of the cost of the Office Support Specialist III reception position in BHR to the Bureau of Technology Services (BTS), freeing up \$28,536 in General Fund resources. BHR will enter into an annual service level agreement with BTS.

FMLA Program Coordinator Realignment

Reallocates \$131,580 in personnel costs for the Family Medical Leave Act Program Coordinator from 100% General Fund to 100% Health Fund and changes the position's reporting structure to the Health and Financial Benefits Team. The organizational change will create more support for this position's activities as part of a larger group and it allows for cross training and growth of the individual in the position and others currently on the Health and Financial Benefits Team.

Technical Adjustments

OMF IA Balancing

OMF's budgets were updated by a net amount of \$117,057 for the data center relocation project and for converting funding for debt service for a fuel stations replacement project from cash transfer to interagency. This was accomplished by reducing contingency accounts in the internal service funds and receiving General Fund resources in OMF General Fund divisions.

FY 2015-16 Carryover: OCT, BHR, BRFS

The FY 2016-17 Adopted Budget includes decision packages approved in the FY 2015-16 Fall BMP as carryover of one-time General Fund resources equaling \$137,665 for the Office for Community Technology, Bureau of Human Resources, and Bureau of Revenue and Financial Services.

Target True Up for EBS Costs

Reduces the Accounting division's budget by \$17,497 to realign EBS budgets within the Bureau of Revenue and Financial Services.

Shift Fuel Station Cash Transfers to IA

Reduces cash transfers to CityFleet for fuel station debt service by \$1,091,370, including a \$525,927 General Fund cash transfer, and changes the funding source to interagency agreements with customer bureaus.

Realignment**Reorganization Debt and Treasury**

Realigns \$118,521 from interagency/intergovernmental funding to interest earnings to reflect the separation of Public Finance and Treasury into the Treasury Division and the Debt Management Division. Previously, the costs associated with the City Treasurer had been shared by both funding sources and they will now be solely funded in the Treasury Division.

Budget Notes**Electronic Equipment Replacement Rates**

Council directs the Bureau of Technology Services to develop a replacement rate for all electronic equipment. This replacement rate will be sufficient to build a reserve to replace the related equipment at the end of its useful life if it is collected from the time of install. This rate will be included in the FY 2017-18 interagency agreements developed in December 2016 for all General Fund bureaus and the Emergency Communication Fund. Non-General Fund bureaus may either continue to finance their own replacement or opt into the replacement funding mechanism. The FY 2016-17 Adopted Budget includes ongoing General Fund resources for the various General Fund bureaus in an amount equivalent to roughly half of the ongoing annual cost. This increased Current Appropriation Level begins in FY 2017-18.

Sears Building Planning

Council directs the Office of Management & Finance to work with potential tenants of the Jerome Sears facility to develop a comprehensive development, occupancy, and funding plan prior to submitting future renovation requests (other than those necessary to maintain the structural integrity of the building). When such a plan has been developed, all elements capital and operating should be brought forward as a series of decision packages in a budget process so that City Council has a complete understanding of all the costs involved.

Pay Equity for Records Specialists

On April 13, 2016, City Council adopted a pay equity resolution reinforcing the City's commitment to pay equity. As part of that ongoing commitment, the Bureau of Human Resources (BHR) is directed to review employee job placement and the resulting pay practices. To that end, BHR must review the work performed by employees in the Police Records Division and evaluate their pay as well as those of related classifications. The specific information obtained in this portion of the pay equity work will be used to inform the upcoming collective bargaining with the District Council of Trade Unions.

Capital Summary

CIP Highlights

Portland Building Reconstruction Project

In October 2015, City Council adopted three resolutions related to the Portland Building Reconstruction project. One resolution directs the Office of Management & Finance to reconstruct the Portland Building for an amount not to exceed \$195 million by the end of 2020. The second resolution directs OMF to implement a City office space lease rate equalization plan for bureaus located in the central business district. The third resolution directs OMF to develop a proposal for dedicating an amount equal to 1% of the hard construction costs for community opportunities and enhancements. OMF will allocate \$12.8 million for design phase costs in FY 2016-17.

Data Center Move and Disaster Recovery

The Portland Building Data Center is the City's primary data center, housing servers for nearly all City applications. This project completes a requirements analysis, obtains third-party data center hosting services within and outside of this region, plans and executes migration of systems and services out of the Portland Building Data Center, and plans and executes disaster recovery capabilities for critical systems. Technology Services will have \$2 million to fund project analysis and planning in FY 2016-17. This budget includes a budget note directing the City Budget Office to build the remaining General Fund and Emergency Communications Fund shares of the project costs into the General Fund's financial forecast.

Major Issues

Major Maintenance Funding

Facilities Services administers major maintenance funds for all of the buildings it manages. Funds are collected as part of rental rates assessed to bureaus on a square footage basis. This funding forms the basis for the Facilities Services CIP request each year. Overall annual major maintenance funding is currently at \$4.9 million, which is approximately 0.9% of replacement value compared with industry best practice of 3%, or approximately \$15.7 million annually. Facilities Services recently completed a building condition assessment and is developing an asset management program and associated long-range major maintenance plans assessing existing building deficiencies to support a request for a phase-in of additional major maintenance funds beginning with the FY 2017-18 budget. Generally, major maintenance projects are not capital improvements and are detailed in the BIBS five-year plan. However, some projects are capitalized and would be included in the Capital Improvement Plan.

Portland Building Reconstruction Project

In 2015, City Council directed OMF to complete the Portland Building Reconstruction project. An Owner's Representative contract is now in place. It is anticipated that the progressive Design-Build-Relocate (DBR) contract will be signed in summer 2016. A progressive approach will co-locate the architect, engineering, construction, and City staff so they can meet on a daily basis. This will allow the City to identify issues early on and to assess policy implications and tradeoffs at the onset of the project.

Municipal Service Center Master Plan

Cost effective and responsive fleet services require appropriate facilities to support fleet operations including inspection, general repair and replacement, application design, body work, storage, fabrication of parts, and other activities for various types of vehicles and equipment. The present fleet maintenance facility is antiquated, undersized, inefficient, and costly to operate. CityFleet will be working with customers to identify options and opportunities for consolidating services into a central location and creating a service facility that better serves customer bureaus and taxpayers. During the FY 2014-15 Fall BMP, Council approved funding for a Municipal Service Center study; CityFleet will share the study cost with the Portland Bureau of Transportation Maintenance Division. The RFP for the master plan was posted in April 2016 with completion of the study expected by Spring 2018.

Jasmine Block Feasibility Study

In early 2014, the Portland Development Commission (PDC) and the City began discussions with Portland State University (PSU) toward an agreement about planned investments by PDC and the City in PSU-related projects, including investments funded by tax increment financing from an expanded North Macadam Urban Renewal Area. Among the list of proposed actions is a City-PSU Tenanting Partnership, which states that "the City will lease a minimum of 30,000 square feet of office space in a to-be-constructed or remodeled PSU building." At the request of the Mayor's Office and PDC, Facilities Services and PSU developed a letter of intent outlining an approach to implement this project. The FY 2016-17 budget funds the City's share of consultant costs for the preliminary analysis phase, as well as City project management services. Looking forward, the City's share of architecture and engineering construction costs is currently anticipated to be approximately \$12-15 million dollars. Funds to support continued work, once agreements are in place, will need be requested in future budget cycles.

Mounted Patrol Unit

The Portland Police Bureau's Mounted Patrol Unit (MPU) was, until recently, housed at the Centennial Mills site in northwest Portland, which is owned by the PDC. The Centennial Mills site is slated for redevelopment. MPU is being housed temporarily at a private facility. Facilities Services is participating in ongoing discussions to return the MPU to the Centennial Mills site as part of that redevelopment. No funding is required as part of the FY 2016-17 budget.

Fleet Efficiency

In accordance with the Portland Plan and the Climate Action Plan, CityFleet continues to work with bureaus to replace gas-powered sedans at the end of their economic life with electric vehicles or plug-in hybrids whenever feasible. While acquisition price premiums for electric vehicles and plug-in hybrids has diminished as to not be materially different from gas-powered vehicles, there are significant costs associated with the purchase, installation, and maintenance of the necessary charging equipment. Currently, bureaus are required to pay for this infrastructure. There may be a future need for additional shared charging stations

placed strategically throughout the City, and CityFleet will work with the Strategic Planning and Development group within Facilities Services to evaluate the need and formulate a plan and funding options. CityFleet will also work with Facilities Services to incorporate the maintenance and replacement of charging stations sited at OMF-maintained buildings into major maintenance plans.

Bureau of Technology Services

Funding Bureau of Technology Services (BTS) Projects

BTS capital projects continue to experience a lack of sufficient funding to cover all costs for technology equipment as well as software replacement and maintenance when it has reached the end of its useful service life and is no longer supported by the vendor for technology enhancements. BTS has a Technology Reserve established to fund the replacement and upgrades of technology systems. The reserve is funded through net income from rates charged for services. This net income can come from spending under budget, increased customer demand for services, or savings from efficiencies achieved by consolidating systems.

Information Security Compliance

Investments need to continue to be made in projects that will improve the information security posture of the City. The City achieved Payment Card Industry (PCI) compliance and will work to remain compliant. Although the City has taken steps to be compliant with PCI standards, the scope and mandates of PCI compliance have increased significantly and is expected to further expand in coming years. Technology Services will have a lead role in communicating requirements to comply with laws and regulations related to Personal Identifiable Information (PII) standards.

Critical Technology Recovery in a Disaster

The City relies extensively on technology in order to provide critical services to the public. A large scale natural or human-made disaster can result in catastrophic destruction of numerous technology systems that are essential for the ongoing operation of the City. Key services relying on technology include communications for law enforcement, fire and rescue, emergency dispatch, payroll, revenue collection, and accounts payable.

Although BTS has invested significantly in improving the reliability and availability of key technology systems, a large disaster in the Portland area could result in complete loss of these critical technology assets, which would take months to restore.

In order for the City to quickly recover its most critical services after a major disaster, additional resources should be directed toward building disaster recovery capabilities for the City's primary Data Center. Although BTS keeps redundant copies of critical City data at an offsite location, recovery from the catastrophic destruction of its key technology systems or data center requires the ability to rapidly rebuild replacement systems and place them into operation in order to restore full services.

As a companion project to the Portland Building Reconstruction project, BTS will begin work to permanently move the City's Data Center and create a disaster recovery plan so data is hosted at dual locations, one regional and one location safe from disasters such as earthquakes, floods, and hurricanes.

Mobility

During the development of the Citywide Information Technology strategic plan, greater mobility was identified as one of the highest customer priorities. In order to deliver mobile applications, BTS must implement a sustainable and standardized Mobile Application Management platform. The implementation will allow support across the enterprise and will integrate with BTS's Mobile Device Management strategy for supporting mobile devices.

Citywide Projects

Enterprise Business Solution

The Enterprise Business Solution (EBS) division is responsible for the implementation and use of the SAP system that supports the City's core enterprise operations including financial, human capital, and asset management. The SAP system (ERP Business Suite) was purchased in 2006 and went live with only 57% of the software in use. Continuous effort and success of EBS has increased the percentage of total implementation to 71% as of FY 2015-16.

On the capital improvement horizon for EBS, significant challenges may arise in the following areas during the next five years:

- ◆ Implementing additional SAP modules such as Plant Maintenance, Flexible Real Estate, Environmental Health & Safety, and Travel Management. These modules are currently owned by the City but are not implemented.
- ◆ Continuing to stabilize, automate, and improve the SAP solutions already implemented.
- ◆ Resolving end-users' challenges particularly in procure-to-pay solutions.

EBS will work with business process owners and develop a strategy to migrate on-premises solutions into the cloud to align with SAP's cloud conversion announcements. SAP has stopped future enhancements including research and development in some of the on-premises solutions the City acquired and implemented.

Public Safety Systems Revitalization Program

The Public Safety Systems Revitalization Program (PSSRP) has one core project remaining in its portfolio: the Public Safety Emergency Radio System Replacement Project.

Spectator Venues and Visitor Activities

The capital issues facing the Spectator Venues and Visitor Activities Fund (SVVAF) are primarily driven by the age and condition of the venues within the program's portfolio. All of these facilities serve an important role in the community life of Portland and the region by providing opportunities for sports and performing arts events, meetings, and a variety of civic events. Historically, development of these venues has been through public-private funding partnerships and all are operated by third-party entities. Most are also housed in aging facilities that have seen varying degrees of major maintenance and capital reinvestment over the years.

The most challenging venue for the SVVAF program is the Veterans Memorial Coliseum (VMC), a spectator, event, and meeting facility that is almost 60 years old. The facility suffers from significant deferred major maintenance, has not seen a major capital reinvestment since its original construction, and the SVVAF does not have sufficient resources to fund the needed capital repairs and improvements. Several efforts have been undertaken over the last 20 years to comprehensively address the capital needs at the VMC, none of which have been successful. Until a major renovation occurs or a decision is made to close the building, repair needs are addressed based primarily on urgency and public safety. In FY 2016-17, a capital project to replace the VMC roof will be undertaken.

Providence Park, which was built in 1926, has seen two major capital reinvestment projects in the last 15 years: the first in FY 2000-01 and the second in FY 2011-12. Most of the major maintenance and capital improvement needs of the facility were addressed during those projects. More recent capital investments have focused on security needs. Replacement of half of the facility roof, which was not done during the renovation projects, is not specifically scheduled but is likely to occur in the next five years.

The Rose Quarter Parking Facilities were opened in 1995. A Facilities Condition Assessment was completed in 2015 and will be used to develop a detailed major maintenance and capital replacement plan for these facilities. That plan will inform the capital improvement program beginning in FY 2017-18. The Spectator Program is also responsible for capital repair and improvement to the Rose Quarter Plaza. No specific work is anticipated for the Plaza in the next five years.

In FY 2015-16, the Portland's Centers for the Arts venues were added to the SVVAF program portfolio. The Portland's venues consist of three buildings: Keller Auditorium, Schnitzer Concert Hall, and Hatfield Hall. Working with the venue operator, the SVVAF staff has undertaken a Facility Condition Assessment for each building and plans to develop a detailed major maintenance and capital replacement plan for these facilities. At this time no specific commitment to participate in funding of capital needs at these facilities has been made by the City.

Changes from Prior Year

Significant changes for the OMF CIP for FY 2016-17 include the following:

- ◆ **Portland Building Reconstruction Project:** As noted earlier, in October 2015 the City Council directed OMF to complete the Portland Building Reconstruction project for no more than \$195 million by the end of 2020. The project is now underway.
- ◆ **Data Center Move, Disaster Recovery and Information Security:** The primary changes beginning in FY 2016-17 is the Data Center Move project and BTS's role in communicating compliance requirements in the Citywide effort to become Personal Identifiable Information (PII) compliant.
- ◆ **Enterprise Asset Management Facilities Solution Pilot:** EBS is currently working with bureau customers to publish an RFP for implementation consulting services. The project is planned to start in the fall of 2016 and be completed in the summer of 2017. The total cost of the project is estimated at \$1.6 million, which includes additional SAP licenses for new functionalities such as a mobile solution.
- ◆ **Spectator Venues and Visitor Activities:** The schedule for the roof replacement at the Veterans Memorial Coliseum has been confirmed for FY 2016-17. The roof replacement at Providence Park is included in FY 2017-18 but is likely to be delayed based on the most recent condition assessment.

Council Goals and Priorities

The CIP supports the following City goals of ensuring a safe and peaceful community and delivering efficient, effective, and accountable municipal services.

This is accomplished through:

- ◆ Buildings that are appropriately sited, well designed, and well maintained contribute to Portland's livability. Projects within this CIP are consistent with the City's commitment to planning and well-managed growth.
- ◆ Reliable, adequate public safety and emergency response facilities and technology promote a safe and peaceful community. Projects within the OMF CIP will replace aging public safety systems and applications that increasingly rely on data and newer technology that, if not replaced, pose a risk to future public safety and emergency response operations.
- ◆ City of Portland buildings in the downtown area, including City Hall, the 1900 Building, and the Portland Building, help maintain a vital downtown. The City-owned spectator and performance venues (Veterans Memorial Coliseum, Providence Park, and Portland's Center for the Arts) attract people from around the region and state to Portland.
- ◆ Infrastructure maintenance is vital to the City's long-term fiscal health, stability, and its ability to deliver services.

Criteria**Bureau of Internal Business Services**

Each year as part of the budget process, Facilities Services works with bureaus and Business Operations to update five-year major maintenance plans for each building owned or managed by OMF. Projects are planned and prioritized over five years within the constraints of the major maintenance funds for each building or group of buildings (as is the case with Police facilities). These projects include but are not limited to the replacement of building components at the end of their life cycle, resource efficiency improvements, ADA transition plan projects, and life/safety

and seismic retrofits. Each major maintenance project planned for the next budget year requires a write-up detailing the project scope, estimated schedule and costs, assumptions, and risks. Only projects that extend the life of the asset are considered capital improvement projects. Facilities Services ranks projects for each building based on a six-point scale.

CityFleet manages the fleet replacement program to provide for the timely replacement of vehicles and equipment, realize the lowest possible cost of ownership over vehicle life, and create a predictable fleet replacement schedule and budget. CityFleet established a replacement fund for the replacement of vehicles for all participating departments. CityFleet works with bureaus on specifications for replacement vehicles to ensure they meet bureau needs. There are significant costs associated with the purchase, installation, and maintenance of electric vehicle charging equipment. Currently, bureaus are required to pay for electric vehicle (EV) infrastructure directly, and these costs are not included in the replacement fund. In addition to the CityFleet replacement fund vehicles, CityFleet will procure new and replacement vehicles and equipment for the Water Bureau and the Bureau of Environmental Services (BES) on a direct-bill basis. The Water Bureau and BES budget for both additional scheduled replacement vehicles and equipment in their respective Capital Budgets.

Bureau of Technology Services

For this capital plan, BTS continues to focus on the critical core elements of its infrastructure, with an emphasis on infrastructure that addresses maintenance, security, and reliability of key systems and provides the capacity to meet the City's changing business needs. The CIP was a coordinated effort between the Technology Services programs of Communications, Production Services, Information Security, Support Center, Enterprise Architecture, Business Solutions, and Police IT. Priority was given to essential core services and system upgrades and replacements that maintain the stability and security of core data services, continuity of critical services, customer requirements, and asset replacements that facilitate cost savings and efficiency.

Citywide Projects

Enterprise Business Solution

Assessments of the City's SAP System listed below recommended consolidation of applications which are the basis of EBS's proposed capital projects. The recommendations further suggested the City use SAP as a preferred solution when possible: SAP Value Engineering (2011), study by consulting firm AKT (2012), and the Citywide technology assessment by Sierra Consulting (2013). The capital improvement projects in EBS are selected, ranked, and recommended by the EBS Program Advisory Committee and approved by the Technology Executive Steering Committee.

Public Safety System Revitalization Program

PSSRP was established to bring interrelated public safety capital technology projects under one City program and the selection process occurred in its development. PSSRP is an initiative to manage, replace, and upgrade the emergency communication and information systems essential to public safety services provided by the City. The PSSRP portfolio currently consists of the Public Safety Emergency Radio System Replacement Project. The program does not anticipate any new projects for selection or ranking.

Spectator Venues and Visitor Activities

The Spectator Venues and Visitor Activities program does not apply a specific methodology to the selection and ranking of capital projects. Decision making is primarily driven by the age and condition of the venues, the City's obligations as defined in the various operating agreements, and, generally, projects are undertaken based on critical need and availability of resources in the fund.

Capital Planning and Budgeting**Capital Planning Process**

The capital planning process is closely tied to OMF's overall asset management program. The asset management program drives the capital projects proposed in the CIP and the major maintenance projects in the budget and detailed in OMF's Five-Year plan.

OMF works closely with its customers to understand their businesses and how their assets support and serve their work objectives. Projects in the CIP and major maintenance plans were developed with input from internal and external customers, staff who maintain the infrastructure, and City Council's established goals, objectives, and policies.

City Comprehensive Plan

This CIP evolves from and supports the City's overall land use and facility plans. Three program areas are particularly relevant to comprehensive community planning:

- ◆ **Police:** The siting and organization of public safety response facilities are based largely on the City's physical size, growth, density, and demographic patterns.
- ◆ **Fire & Rescue:** The siting and adaptation of Fire & Rescue stations are highly dependent on neighborhood boundaries and neighborhood preferences. The foundation of the fire management area is the City's comprehensive land use plan and the regularly produced response time study.
- ◆ **Downtown Buildings:** The Portland Building, City Hall, Justice Center, and 1900 Building were all sited based on identified preferences in the downtown plan, particularly for the three located in the designated government center within downtown. The 1900 Building was sited and operates as part of the University Center Plan, supporting the south end of downtown and sharing the area with Portland State University. In addition, the City-owned spectator and performance facilities support downtown and Lloyd District as the major cultural center for the region.

Office of Management & Finance

City Support Services Service Area

Financial Forecast Overview

OMF has some ongoing resources to fund capital projects. Vehicle replacement rates charged to bureaus through CityFleet interagency service agreements fund vehicle replacement projects. BTS rates fund major maintenance projects, some of which are capitalized. EBS rates fund projects to continually improve the City's enterprise business system. Facilities Services's rental rates fund major maintenance projects, some of which are capitalized. Financial projections of these ongoing resources for the funds determine the number of projects in the plan.

Other organizations in OMF fund capital projects with one-time resources. BTS uses reserves to fund some of its CIP projects. Accumulated net revenues in the Spectator Venues and Visitor Activities Fund provide the funding for VMC and Providence Park projects. Financial projections of these one-time resources for the funds determine the number of projects in the plan.

Since OMF is a service provider to other bureaus, the majority of OMF's capital projects are driven by the needs of these customers or the need to replace or improve systems and assets the City owns and requires in its provision of services to citizens. For these capital projects OMF proposes decision packages. If Council approves the package, the customers provide the funding. This funding may be in the form of one-time cash or through an increase in IA rates to support a debt financing. Financial projections of all City ongoing resources determine the level of decision packages the Council can approve and include in the OMF plan.

Asset Management and Replacement Plan

These replacement and new construction projects are one part of OMF's asset management program, which also includes the regular major maintenance of assets. These major maintenance projects do not meet the definition of capital expenses, so are not included in this plan. They are included in the OMF Five-Year Plan.

Facilities Services: Administers major maintenance funds for all of the buildings it manages. The funds are collected as part of the rental rates assessed to bureaus on a square footage basis. This funding forms the basis for the Facilities Services CIP request each year. Annual major maintenance funding is currently at \$4.9 million, which is approximately 0.9% of replacement value compared with industry best practice of 3%, or approximately \$15.7 million annually. Facilities Services is currently developing an asset management program and associated long-range major maintenance plans, and assessing existing building deficiencies to support a phase-in of additional major maintenance funds.

CityFleet: Manages the fleet replacement program to provide for the timely replacement of vehicles and equipment, realizes the lowest possible cost of ownership over vehicle life, and creates a predictable fleet replacement schedule and budget. CityFleet established a replacement fund for the replacement of vehicles for all participating departments. There are significant costs associated with the purchase, installation, and maintenance of electric vehicle charging equipment. Currently, bureaus are required to pay for electric vehicle (EV) infrastructure directly, and these costs are not included in the replacement fund. In addition to the CityFleet replacement fund vehicles, CityFleet will procure new and replacement vehicles and equipment for the Water Bureau and the Bureau of Environmental Services (BES) on a direct-bill basis. The Water Bureau and BES

budget for both additional scheduled replacement vehicles and equipment in their respective Capital Budgets. The replacement amounts in the CIP are determined by the inventory of bureau vehicles coming up for replacement each year as per their pre-determined useful lives. CityFleet works with bureaus on specifications for replacement vehicles to ensure they meet bureau needs.

Technology Services: Currently there is a component in some interagency rates that allows the bureau to receive funding for major maintenance projects. For FY 2016-17 that funding totals approximately \$1.4 million. These funds are used to cover both CIP and operating projects in the Telecomm, Production Services, 800 MHz, and Information Security programs. In a typical year, Technology Services will rely on a combination of major maintenance funding plus additional technology reserves (from budget savings) to cover the cost of projects. If the bureau did not have technology reserves to augment the major maintenance collections, funding would need to be increased from \$1.4 million to approximately \$3.9 million to cover annual project costs. That estimate is based on the five-year capital plan and an analysis of unfunded projects in outgoing years. What this does not take into account are any major, unforeseen, one-time projects. For example, the Data Center Move project is estimated to cost \$9.7 million (low confidence level) over a three-year period. Costs for this project had not been factored into Technology Service's annual needs. Project planning, either for maintaining, upgrading, or replacing major assets, is conducted annually using the expertise of program managers and supporting staff. Given the nature of the business, projections beyond a few years can be difficult as the field of technology is constantly changing. Technology Services does have schedules and estimates in place for future years, but recognizes that there is a degree of fluidity in those plans resulting from technology improvements not currently known at this time.

Enterprise Business Solution: SAP annual maintenance costs are 22% of the maintenance base of the licensed software. The maintenance cost is included in EBS's rate budget and collected from customer bureaus through EBS rates. EBS's budget currently includes \$385,000 of major maintenance appropriation in its rates to help fund new projects or modules in need of an upgrade.

Public Safety System Revitalization Program: Sustainment plans are developed for each PSSRP project that identify how maintenance and support costs are being covered. The radio project is in the process of developing its sustainment plan. At this time there are no concrete plans for replacement of the systems that have been upgraded or replaced.

Spectator Venues and Visitor Activities: The two capital projects expected within the Spectator Venues and Visitor Activities program are both roof replacement projects. Little annual funding is needed for a sustainable level of maintenance. Any maintenance expenses that are not the obligation of the third party operator will be provided through the annual repair budget from the Spectator Venues and Visitor Activities Fund. While no asset management or replacement plan has been developed for the City's spectator and performing arts venues, work is underway with the third party operators to develop these plans, which are expected to be completed early in 2017.

Capital Programs and Projects

Capital Program Descriptions

Facilities Services: Facilities Services manages and maintains safe and energy-efficient facilities that support City operations and public use. Services are provided to 3.5 million square feet of buildings and properties ranging from police precincts, office buildings, labs, parking structures, emergency services, radio towers, and Bull Run headworks facilities. Properties are primarily located in the downtown core area and within City limits, but extend as far as Mt. Hood. Services include procuring properties, new construction, major renovations and maintenance projects, preventive maintenance, and full property management.

CityFleet: CityFleet provides professional and technical services for municipal fleet vehicles and specialized equipment to meet the day-to-day and emergency response needs of the City and provides fleet services for other governmental agencies. CityFleet manages key programs that include new additions and replacement equipment, maintenance and repair, parts and fuel, lease and rental equipment, body and paint, and motor pool. CityFleet work is performed on a diverse fleet of over 3,150 units including patrol cars, dump trucks, hybrid and all-electric vehicles, and construction equipment. Vehicles and equipment managed by CityFleet are valued at approximately \$115 million. Mission-critical service is provided through nine fueling stations and seven maintenance facilities. CityFleet is also a regional service provider for local governmental agencies.

Technology Services: The capital programs within BTS are responsible for ensuring sound, reliable, and secure infrastructure to support Citywide technologies including:

Production Services: Maintains and supports the City's data center facilities, server, email, storage and backup infrastructure, and the infrastructure of the City's mission-critical technology systems including SAP, Cayenta, Synergen, Maximo, VCAD and RegJIN.

Communications: Maintains a robust public safety radio and emergency dispatch system, telecommunications activities, video surveillance, and network environments. Capital projects in this program ensures that BTS can rapidly respond to and resolve all voice, radio, dispatch technology, and network support issues and effectively engineer and maintain the City's communications systems and networks including the Integrated Regional Network Enterprise (IRNE) and Institutional Network (I-Net) serving government agencies throughout Multnomah County.

E-Government and Geographical Information Systems (GIS): Advances e-government initiatives that address internal and public needs, geographic information systems (GIS) services by maintaining a robust GIS and e-Government platform and by managing demand for mobile applications management.

Information Security: Develops and measures compliance with information policies and procedures and minimizing risk through implementation of effective technical, administrative, and physical security controls.

Support Center: Capital projects in the Support Center allow BTS to implement and manage effective tracking systems and tools, support customer mobile computing issues, and deliver new and replacement desktop computing needs.

Enterprise Business Solution: Enterprise Business Solution supports the City's goal of delivering efficient, effective, and accountable services.

Public Safety System Revitalization Program: PSSRP was established to bring interrelated public safety capital technology projects under one City program. PSSRP is an initiative to manage, replace, and upgrade the emergency communication and information systems essential to public safety services provided by the City. The PSSRP portfolio currently consists of the Public Safety Emergency Radio System Replacement Project.

Spectator Venues and Visitor Activities: The goals and objectives of the Spectator Venues and Visitor Activities capital program are to meet the City's contractual obligations and to preserve these valuable facilities. The capital program needs are primarily driven by the age and condition of the venues. Historically, development, redevelopment, and major enhancements of these venues have been through public/private funding partnerships. Absent this type of partnership, funding for the capital program is limited by the capacity of the Spectator Venues and Visitor Activities Fund. Currently, the Veterans Memorial Coliseum is most in need of a major renovation. Within the next five years, it is likely that some of the Portland's facilities will be identified as needing major renovation and potentially replacement.

Funding Sources

The OMF CIP includes both funded and unfunded projects. Funded projects are those where current service level resources cover the costs of the projects and no decision package is required. Unfunded projects are those that have no current service level resource to cover their costs. Since budget guidelines required bureaus to offer offsetting reductions for actual decision packages, these projects were discussed only in the narrative section.

The projects in this plan are funded from a variety of sources.

- ◆ Vehicle replacement rates charged to bureaus through CityFleet interagency (IA) service agreements fund vehicle replacement projects.
- ◆ BTS rates and reserves fund a number of CIP projects. Reserves are used because IA rates do not provide sufficient resources to fund all projects.
- ◆ EBS rates and reserves fund projects to continually improve the City's enterprise business system.
- ◆ General Fund debt financing, cash from the General Fund and Technology Services Fund, Urban Area Safety Initiative grants funds, and General Obligation bonds fund the 800 MHz radio system replacement project in the PSSRP.
- ◆ A combination of BIBS-Facilities Services major maintenance money, General Fund cash, interagency revenues, and debt will be used to fund the Portland Building Reconstruction project.
- ◆ Interagency billings will fund the BTS project to relocate the City's data center.
- ◆ Net revenues in the Spectator Venues and Visitor Activities Fund provide funding for VMC and Providence Park projects.

Major Projects

Bureau of Internal Business Services

- ◆ **Portland Building Reconstruction Project:** Council approved Resolution #37158 directing OMF to complete the reconstruction project by the year 2020 and with costs not to exceed \$195 million.
- ◆ **PCC Roof Replacement and Mechanical and Emergency Systems Repairs:** During the FY 2015-16 Fall BMP, Council approved funds through the General Fund set-aside process to address critical emergency power systems through the replacement of failing capacitors and batteries in the Uninterruptible Power Supply (UPS), overhaul of the two diesel generators that provide emergency power, large-scale maintenance of the electrical switchgear, and replacement of rooftop HVAC units. This work is to be completed as part of the previously planned structural upgrades and roof replacement.
- ◆ **Daycare Center Relocation:** The City's child development and daycare center will relocate from the Portland Building to a larger space on the first floor of the Crown Plaza Building, where the City has signed a ten year lease.
- ◆ **Replacement of City Owned Fueling Stations:** CityFleet manages ten fuel stations enabling the use of specialized alternative fuels, multiple fuel blends, and quality control of the fuel dispensed to the City's vehicles, equipment, and other government agencies. CityFleet previously replaced the Sandy River and Stanton Yard fuel stations, and added a fuel station at the Police East Precinct. The City's remaining fueling sites are beyond their useful life and Council approved \$12 million of cash and debt financing in the FY 2014-15 Fall BMP.
- ◆ **Municipal Service Center Master Plan:** A modern service center for fleet maintenance is needed for the continuity of essential daily operations, safe annual snow and ice response coordination, and efficient regional emergency response for the community. CityFleet will work with customer stakeholders to identify options and opportunities for consolidating services into a central location and create a facility that better serves customer bureaus and taxpayers. During the FY 2014-15 Fall BMP, Council approved funding for a Municipal Service Center study; CityFleet will share the study cost with the Portland Bureau of Transportation.
- ◆ **Jasmine Block Feasibility Study:** At the request of the Mayor's Office and PDC, Facilities Services and PSU developed a letter of intent to outline a working approach construct a building on PSU property known as the Jasmine Block. The FY 2016-17 budget funds the City's share of consultant costs for the preliminary analysis phase, as well as City project management services. The City's share of architecture and engineering construction costs is anticipated to be approximately \$12-15 million dollars. Funds to support continued work will be requested in future budget cycles.
- ◆ **CityFleet Vehicle Replacement:** In FY 2016-17, there are a total of 350 vehicles scheduled for replacement. Of these, 279 are fully funded through the CityFleet Fund, including 106 for the Portland Police Bureau, 55 for the Bureau of Environmental Services, 50 for the Bureau of Transportation, 44 for Parks, 19 for Portland Fire & Rescue, and 17 for the Bureau of Development Services, with the balance to other bureaus.

Bureau of Technology Services

- ◆ **Data Center Move and Disaster Recovery:** This is a major multi-year project that permanently moves the City's primary data center to an appropriate hosted facility to ensure continuity of operations. By partnering with a vendor with dual locations regionally and outside of the region, BTS can obtain disaster recovery facilities to protect identified critical systems and data.
- ◆ **IRNE Voice System Technology Refresh:** This project results in the migration from, and ultimate retirement of, the City's analog voice switch, which has primary components that are no longer supported.
- ◆ **Replacement of Telecommunications Management System:** This project replaces the City's Telecommunications Management system. The new system integrates with a call accounting program installed as part of the Voice Technology Refresh CIP, and also directly integrates with SAP.
- ◆ **Critical Security Controls Framework:** This project will result in an Information Security Framework to help ensure compliance with various federal, state, local, and industry rules, policies, regulations, and laws. This is required to ensure the City has suitable defenses to protect against unauthorized access of infrastructure and data.
- ◆ **Mobile Application Management:** This project will allow for standards-based development, maintenance, and consistent support for multiple operating systems such as iOS, Android, and Windows along with a wide variety of mobile device types including phones, tablets, and mobile PCs.

Enterprise Business Solution

- ◆ **Enterprise Asset Management Facilities Solution Pilot:** This project will implement the Enterprise Asset Management module of SAP and is planned to start in fall 2016 and be complete in summer 2017. The total cost of the project is estimated at \$1.6 million, which includes additional SAP licenses for new functionalities such as mobile solutions.
- ◆ **Environmental Health and Safety:** Risk Management identified a desire to look into using components of the Environmental Health and Safety module to fulfill reporting needs and requirements. The City currently owns the Environmental Health and Safety module and pays maintenance on it, but has not yet implemented any of its components.
- ◆ **Procure-to-Pay Process Improvement:** End users have requested automation and elimination of some of the steps in the current Procure-to-Pay solution.
- ◆ **SAP:** SAP is encouraging customers to move on-premises business solutions into a cloud-based system.

Public Safety Systems Revitalization Program

- ◆ **Public Safety Emergency Radio System Replacement Project:** The Public Safety Emergency Radio Replacement Project ensures that the City implements a cost effective, highly reliable digital public safety grade voice radio system that meets the current and emerging needs of the Portland area for the next 15 to 20 years.

Spectator Venues and Visitor Activities

- ◆ **Veteran's Memorial Coliseum Roof Replacement:** In FY 2016-17, a capital project to replace the VMC roof will be undertaken. An anticipated replacement of half of the facility roof at Providence Park, which was not done during the renovation projects, is not specifically scheduled but is likely to occur in the next five years.

Net Operating and Maintenance Costs

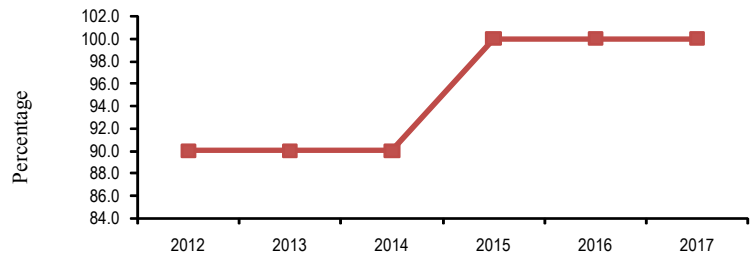
OMF's approach to estimating net operating and maintenance costs will depend on the project. For new facilities, OMF will use costs per square foot of comparable facilities to estimate costs. For replacement or improvement of building components, OMF relies on engineers' and consultants' estimates. For BTS and EBS technology projects, cost estimates are based on new or additional maintenance and service contracts that result from their projects. For new systems like the PSSRP, costs are based on the sustainment plans OMF develops with its customers.

In this plan, a project with a material change in net operating and maintenance costs may be the BTS Data Center Move. However, the project is not defined well enough at this point to estimate costs.

Performance Measures

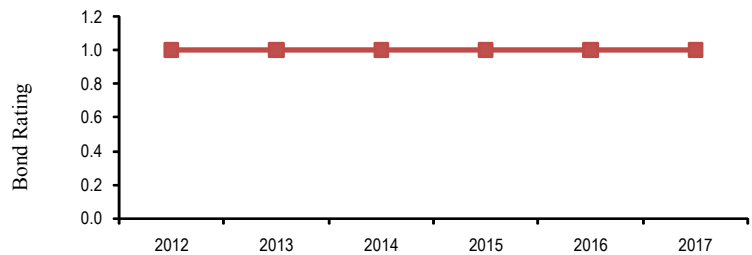
Percentage of Recruitments Meeting Original or Renegotiated Timelines

This measure identifies the commitment from the hiring manager and the recruitment analysts to ensure timelines are met or renegotiated.



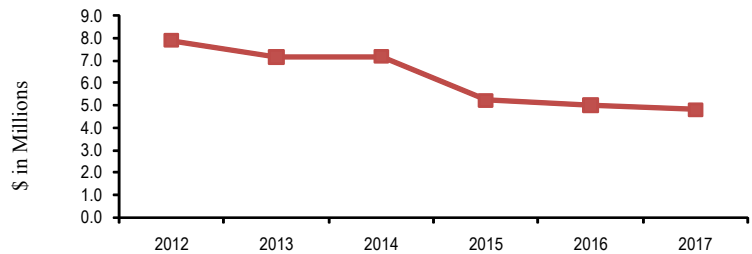
City's Unlimited Tax General Obligation Bond Rating (1=Aaa)

The City continues to maintain the highest Aaa bond rating.



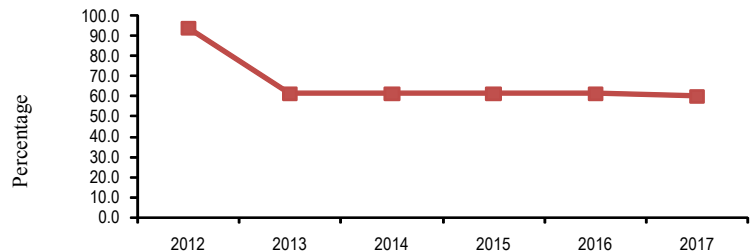
Business License Tax Gap - Estimated Difference Between Business Taxes Paid/Owed (in millions)

The tax gap sums the estimated difference between business taxes paid and business taxes owed. A lower value indicates better performance.



Percentage of OMF-Owned City Facilities Maintained in Good or Better Condition

Annual condition inspections of all buildings in the OMF portfolio are conducted (excluding spectator venues), which are then rated based on the projected major maintenance and repair cost as compared to the replacement cost of the building. The ratings include poor, fair, and good condition.

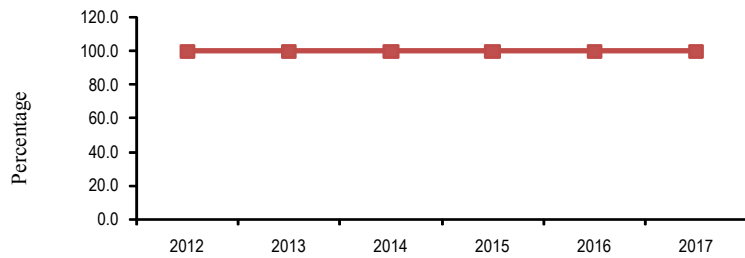


Office of Management & Finance

City Support Services Service Area

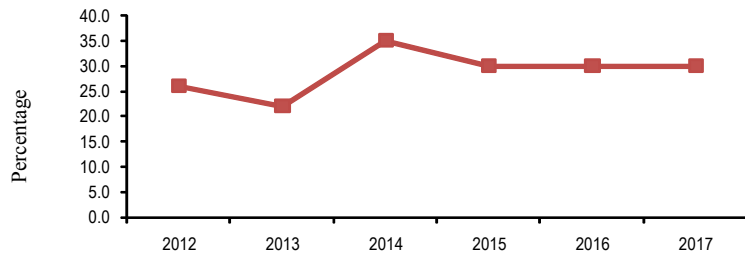
Percentage Availability of Network (Excluding Scheduled Maintenance)

This measures the infrastructure availability that allows the City's workforce to access City technology applications and tools, anytime, anywhere including the use of mobile devices.



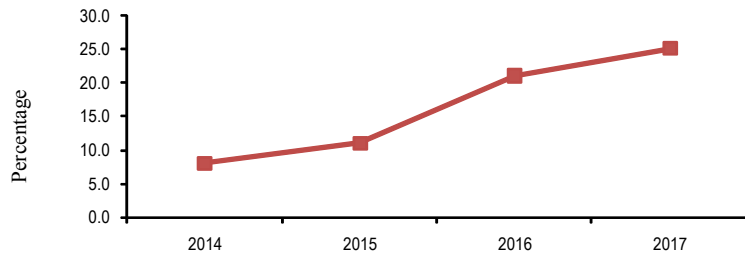
Percentage of All Subcontracting Dollars Awarded to MWESB Subcontractors

City council initiatives focus on growing the capacity of MWESB firms. City efforts are gaining ground with more subcontracting dollars going to MWESB's for construction and professional services contracts.



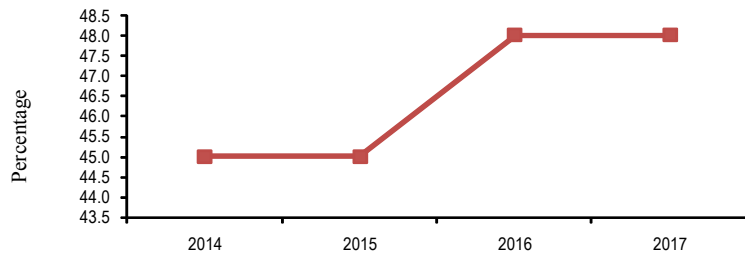
Percentage of Sedans that are Electric or Plug-in Hybrid

The 2015 Climate Action Plan requires 20% of sedans are electric (includes plug-in hybrid per BPS) by end of FY 2015-16.



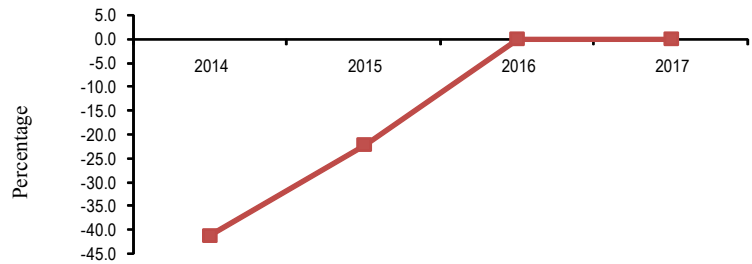
Basic Copy Center Rate as a Percentage of Private Sector Rate

Printing & Distribution's basic copy center rate is at \$0.034 and the local average rate is \$0.07.



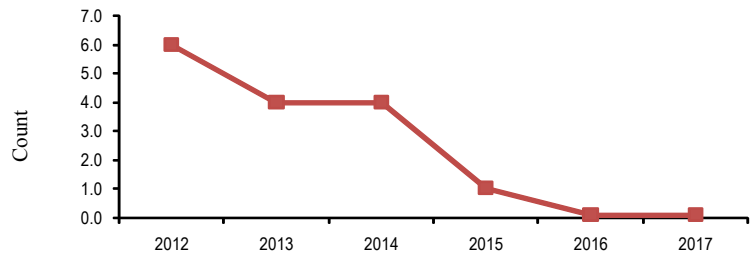
Change in the Cost of General Liability Claims Over the Prior Four Years

General Liability claims costs are down from historical levels, especially Police and Sewer, due to policy changes and infrastructure investments respectively. This trend is expected to continue for the foreseeable future, which should keep absolute costs flat, even with inflation.



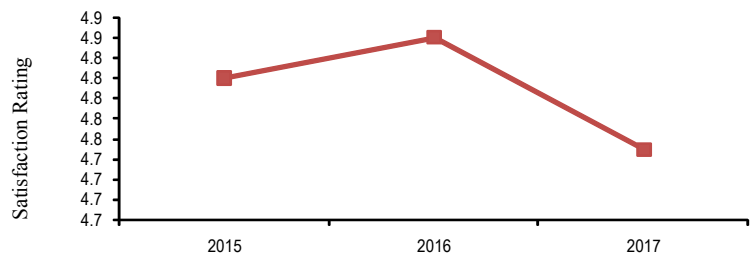
Number of CAFR Review Audit Deficiency Comments from External Auditors

Zero audit deficiencies demonstrates no material concerns by the City's external auditors regarding the controls over the financial systems and processes.



Help Desk Satisfaction Rating (scale 1 to 5)

The measure demonstrates how satisfied customers are with the City's Technology Help Desk, as measured against industry best practices.



Office of Management & Finance

Summary of Bureau Budget

City Support Services Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Taxes | 19,807,305 | 25,287,806 | 29,317,500 | 29,763,000 | 29,763,000 |
| Licenses & Permits | 6,414,761 | 5,288,533 | 5,378,215 | 5,643,450 | 5,643,450 |
| Charges for Services | 64,417,090 | 67,937,124 | 69,982,610 | 70,899,363 | 70,899,363 |
| Intergovernmental | 12,424,958 | 12,173,507 | 10,890,579 | 10,769,957 | 10,769,957 |
| Bond & Note | 46,992,885 | 25,770,356 | 12,604,127 | 12,604,127 | 21,574,814 |
| Miscellaneous | 7,450,518 | 5,674,389 | 7,007,699 | 14,099,437 | 5,128,750 |
| Total External Revenues | 157,507,517 | 142,131,715 | 135,180,730 | 143,779,334 | 143,779,334 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 10,180,524 | 14,153,369 | 17,395,855 | 15,337,775 | 15,294,206 |
| General Fund Overhead | 11,315,727 | 10,289,892 | 10,810,909 | 10,714,071 | 10,661,968 |
| Fund Transfers - Revenue | 12,541,318 | 12,333,342 | 6,968,186 | 5,255,558 | 5,255,558 |
| Interagency Revenue | 128,634,420 | 135,401,309 | 145,221,762 | 154,464,339 | 154,788,125 |
| Total Internal Revenues | 162,671,989 | 172,177,912 | 180,396,712 | 185,771,743 | 185,999,857 |
| Beginning Fund Balance | 179,484,701 | 172,048,508 | 175,932,651 | 155,127,848 | 155,389,642 |
| Total Resources | \$499,664,207 | \$486,358,135 | \$491,510,093 | \$484,678,925 | \$485,168,833 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 70,252,467 | 72,313,557 | 80,385,586 | 79,658,231 | 79,867,841 |
| External Materials and Services | 158,711,346 | 153,614,010 | 185,267,227 | 189,173,791 | 189,260,209 |
| Internal Materials and Services | 24,848,988 | 24,440,516 | 26,759,320 | 25,616,224 | 25,633,118 |
| Capital Outlay | 15,644,053 | 12,728,510 | 22,939,042 | 27,443,620 | 27,108,474 |
| Total Bureau Expenditures | 269,456,854 | 263,096,593 | 315,351,175 | 321,891,866 | 321,869,642 |
| Fund Expenditures | | | | | |
| Debt Service | 41,597,264 | 25,251,061 | 21,145,991 | 15,615,806 | 15,615,806 |
| Contingency | 0 | 0 | 149,769,023 | 141,113,963 | 141,602,635 |
| Fund Transfers - Expense | 16,561,581 | 8,819,988 | 5,243,904 | 6,057,290 | 6,080,750 |
| Total Fund Expenditures | 58,158,845 | 34,071,049 | 176,158,918 | 162,787,059 | 163,299,191 |
| Ending Fund Balance | 172,048,508 | 189,190,493 | 0 | 0 | 0 |
| Total Requirements | \$499,664,207 | \$486,358,135 | \$491,510,093 | \$484,678,925 | \$485,168,833 |
| Divisions | | | | | |
| Citywide Projects | 32,083,250 | 22,366,860 | 19,228,278 | 12,276,371 | 12,607,042 |
| Office of the Chief Administrative Officer | 6,738,204 | 6,853,199 | 10,989,040 | 13,350,468 | 13,306,661 |
| Human Resources | 61,110,117 | 63,296,988 | 69,812,070 | 72,468,308 | 72,389,056 |
| Internal Business Services | 78,025,653 | 74,413,190 | 100,918,164 | 108,516,334 | 108,052,213 |
| Bureau of Revenue & Financial Services | 47,349,584 | 51,331,229 | 59,257,852 | 60,912,788 | 60,893,302 |
| Technology Services | 44,150,046 | 44,835,127 | 55,145,771 | 54,367,597 | 54,621,368 |
| Total Divisions | \$269,456,854 | \$263,096,593 | \$315,351,175 | \$321,891,866 | \$321,869,642 |

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | | Revised | Adopted | Capital Plan | | | | |
|--|------------------|------------------|-------------------|-------------------|-------------------|------------------|------------------|-------------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| BTS | | | | | | | | |
| Cherwell Capability Expansion | 425,101 | 91,300 | 180,000 | 0 | 0 | 0 | 0 | 180,000 |
| Comm Center Data Center Remediation | 0 | 0 | 0 | 445,000 | 90,000 | 170,000 | 0 | 705,000 |
| Critical Security Controls Framework | 0 | 341,664 | 250,000 | 40,000 | 45,000 | 45,000 | 50,000 | 430,000 |
| Data Center Colocation | 0 | 100,000 | 100,000 | 0 | 0 | 0 | 0 | 100,000 |
| Data Center Move and Disaster Recovery | 0 | 0 | 2,000,000 | 6,000,000 | 1,700,000 | 0 | 0 | 9,700,000 |
| Enterprise Mobility Infrastructure | 0 | 96,768 | 379,500 | 104,800 | 104,800 | 4,800 | 4,800 | 598,700 |
| Enterprise Net. Tech. Refresh | 2,614,386 | 300,000 | 218,800 | 118,800 | 108,900 | 108,900 | 358,900 | 914,300 |
| IRNE Const. - Fiber | 627,952 | 157,703 | 104,583 | 65,000 | 65,000 | 65,000 | 65,000 | 364,583 |
| IRNE Net. Tech. Refresh | 827,635 | 705,140 | 1,000,000 | 75,000 | 75,000 | 75,000 | 75,000 | 1,300,000 |
| IRNE Voice System Tech. Refresh | 0 | 583,509 | 1,200,000 | 491,245 | 491,245 | 0 | 0 | 2,182,490 |
| Microwave Radio Upgrades for Spur Sites | 0 | 0 | 250,000 | 125,000 | 125,000 | 125,000 | 0 | 625,000 |
| Mobile Application Management | 0 | 25,000 | 225,000 | 54,400 | 54,400 | 54,400 | 54,400 | 442,600 |
| Radio Site Video Security Monitoring | 0 | 0 | 0 | 75,000 | 75,000 | 75,000 | 0 | 225,000 |
| Remote Antenna Testing and Monitoring | 0 | 0 | 0 | 75,000 | 0 | 0 | 0 | 75,000 |
| Replace Symantec Secure Web Gateways | 0 | 100,000 | 0 | 0 | 0 | 300,000 | 0 | 300,000 |
| Replace Telecomm Management System | 1,609 | 294,000 | 321,784 | 0 | 0 | 0 | 0 | 321,784 |
| SAN Storage Expansion | 4,260,554 | 761,429 | 726,800 | 566,400 | 1,286,400 | 446,400 | 626,400 | 3,652,400 |
| Smart Card Technology | 0 | 0 | 0 | 100,000 | 100,000 | 50,000 | 50,000 | 300,000 |
| VHF and 700 MHz NSPAC Repeater | 0 | 0 | 175,000 | 175,000 | 125,000 | 125,000 | 0 | 600,000 |
| Wireless Network Expansion | 341,307 | 0 | 159,375 | 134,400 | 134,400 | 34,400 | 34,400 | 496,975 |
| Total BTS | 9,098,544 | 3,556,513 | 7,290,842 | 8,645,045 | 4,580,145 | 1,678,900 | 1,318,900 | 23,513,832 |
| CityFleet | | | | | | | | |
| Bureau of Development Services Replacement | 0 | 0 | 40,229 | 0 | 0 | 111,835 | 0 | 152,064 |
| Fire Bureau Replacement | 0 | 0 | 558,034 | 301,981 | 295,546 | 133,364 | 575,547 | 1,864,472 |
| Golf Replacement | 0 | 0 | 41,561 | 232,742 | 565,177 | 105,477 | 427,804 | 1,372,761 |
| Office of Management and Finance Replacement | 0 | 0 | 211,562 | 332,309 | 405,401 | 203,153 | 206,672 | 1,359,097 |
| Parks Replacement | 0 | 0 | 2,090,262 | 1,727,475 | 645,581 | 985,704 | 1,080,462 | 6,529,484 |
| PBOT Replacement | 0 | 0 | 4,681,193 | 2,480,936 | 3,121,119 | 2,476,047 | 1,710,665 | 14,469,960 |
| Police Replacement | 0 | 0 | 3,170,600 | 4,270,923 | 1,693,783 | 4,433,004 | 3,915,360 | 17,483,670 |
| Replace and Construct Fueling Stations | 511,986 | 4,506,719 | 1,383,934 | 8,278,110 | 3,446,125 | 0 | 0 | 13,108,169 |
| Total CityFleet | 511,986 | 4,506,719 | 12,177,375 | 17,624,476 | 10,172,732 | 8,448,584 | 7,916,510 | 56,339,677 |
| Facilities | | | | | | | | |
| Daycare Center Relocation | 0 | 0 | 387,428 | 0 | 0 | 0 | 0 | 387,428 |
| Kelly Building Lighting Upgrade | 0 | 0 | 37,560 | 0 | 0 | 0 | 0 | 37,560 |

City Support Services Service Area

This table summarizes project expenses by capital programs. Only projects that are budgeted within the five-year capital plan are displayed.

| Bureau Capital Program | Revised | | Adopted | Capital Plan | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Project | Prior Years | FY 2015-16 | FY 2016-17 | FY 2017-18 | FY 2018-19 | FY 2019-20 | FY 2020-21 | 5-Year Total |
| Kerby Garage Upgrade Interior Lighting | 0 | 0 | 61,733 | 0 | 0 | 0 | 0 | 61,733 |
| North Precinct - Install Solar Panels | 0 | 0 | 266,241 | 0 | 0 | 0 | 0 | 266,241 |
| North Precinct Parking Lot Lighting Upgrade | 0 | 0 | 46,566 | 0 | 0 | 0 | 0 | 46,566 |
| PCC Roof Project and Seismic Upgrades | 94,887 | 2,950,719 | 3,935,133 | 0 | 0 | 0 | 0 | 3,935,133 |
| PCC Upgrade Exterior Lighting | 0 | 0 | 19,430 | 0 | 0 | 0 | 0 | 19,430 |
| PCC Upgrade Interior Lighting | 0 | 0 | 37,560 | 0 | 0 | 0 | 0 | 37,560 |
| Police Training - Columbia Slough Trail | 0 | 0 | 0 | 100,000 | 0 | 0 | 0 | 100,000 |
| Portland Building Reconstruction Project | 0 | 0 | 12,772,356 | 51,262,356 | 48,778,869 | 57,921,406 | 21,741,682 | 192,476,669 |
| Providence Park Roof Replacement | 0 | 0 | 0 | 500,000 | 0 | 0 | 0 | 500,000 |
| RVS- Interior/Exterior Lighting Upgrade | 0 | 0 | 83,857 | 0 | 0 | 0 | 0 | 83,857 |
| VMC Roof Replacement | 0 | 0 | 2,500,000 | 0 | 0 | 0 | 0 | 2,500,000 |
| Total Facilities | 94,887 | 2,950,719 | 20,147,864 | 51,862,356 | 48,778,869 | 57,921,406 | 21,741,682 | 200,452,177 |
| Citywide Projects | | | | | | | | |
| Enterprise Asset Management Pilot | 0 | 0 | 1,600,000 | 0 | 0 | 0 | 0 | 1,600,000 |
| Radio System Replacement | 27,855,489 | 14,306,756 | 2,472,732 | 0 | 0 | 0 | 0 | 2,472,732 |
| Total Citywide Projects | 27,855,489 | 14,306,756 | 4,072,732 | 0 | 0 | 0 | 0 | 4,072,732 |
| Total Requirements | 37,560,906 | 25,320,707 | 43,688,813 | 78,131,877 | 63,531,746 | 68,048,890 | 30,977,092 | 284,378,418 |

Human Resources

Overview

The Bureau of Human Resources provides strategic leadership and management for Citywide human resources systems. These systems link to the overall business strategies of City Council and bureaus as they relate to strategic support, operations, benefits and wellness, payroll, classification and compensation, outreach, employment and diversity services, training and workforce development, labor relations, and affirmative action reporting. The bureau is responsible for developing and maintaining the City's Human Resources Administrative Rules, providing administrative support to the Civil Service Board, and ensuring compliance with the Health Insurance Portability and Accountability Act, as well as state and federally mandated leave laws (e.g., Family Medical Leave Act and Oregon Family Leave Act). The bureau is the SAP Human Capital Management business process owner.

Human Resources is responsible, through corporate level activities and site teams, for helping bureaus recruit, develop, and retain a competent and highly qualified workforce that is representative of the communities the City serves. The bureau manages the Portland Police Bureau's Personnel Division, the City's health insurance programs, and the deferred compensation program. In addition, the bureau provides leadership and expertise to the City Council and the Labor Management Benefit Committee in developing strategic direction for the City's benefits and wellness programs.

The City strives to be the public employer of choice, and Human Resources supports this effort through many of its initiatives. The bureau is responsible for implementing the following initiatives in support of the City's equity goals:

- ◆ Workplace harassment and discrimination training
- ◆ Manager and supervisor core competency training
- ◆ Cultural competency training
- ◆ Bias reduction training
- ◆ The annual Northwest Public Employees Diversity Conference in collaboration with Multnomah, Clackamas, Clark, and Washington Counties, Metro, and the Portland Development Commission

In addition, the bureau conducts ongoing, focused outreach recruitment efforts for the City.

HR Corporate Services

Description

HR Corporate Services consists of four functions. Classification/Compensation designs, implements, monitors, and maintains Citywide classification and compensation plans. Diversity, Outreach, and Employment Resources provides Citywide recruitment strategy consulting including focused outreach services to increase the diversity of the City's workforce, processes, and programs. Labor Relations oversees negotiations, responds to grievances, and acts as the official City representative with nine employee bargaining units. Training and Workforce Development creates and implements training programs Citywide.

Goals

HR Corporate Services supports the City goal of delivering efficient, effective, and accountable municipal services by providing the legal framework for compensation, seeking high quality candidates, educating the workforce on equity, planning labor negotiation strategies, and providing training and development opportunities. It also supports the Office of Management & Finance goals of:

- ◆ Providing programs to attract, on-board, develop and retain a skilled, knowledgeable, and diverse City workforce.
- ◆ Creating and sustaining a workplace within OMF that promotes a balance between employee innovation, accountability and business needs.
- ◆ Collaborating with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities.
- ◆ Delivering business solutions that take into account customer needs and interests.
- ◆ Leading Citywide initiatives that help bureaus plan for and adapt to a changing workforce.

Performance

City job recruitments continue to meet the original or renegotiated timeline at approximately 100%. Affirmative Action reporting monitors activity related to hiring, promotion, and termination of employees and the percentage of diverse applicants in each recruitment. The percentages for female and minority applicants are expected to reach 40% for female applicants and 27% for minority applicants in FY 2016-17. The focused outreach program is starting to track the number of diverse candidates and the number of diverse candidates hired into City positions. The goal is for bureaus to begin outreach efforts prior to posting a recruitment, resulting in more diverse applicants and a diverse workforce.

The Key Performance Measure of percent of focused outreach program participants on an eligible list who are offered a position ties into the BHR 2014-17 Strategic Plan initiative of onboarding for new employees and the OMF 2012-17 Strategic Plan goal of providing programs to attract, on-board, develop, and retain a skilled and knowledgeable diverse City workforce. This metric will be assessed for efficiency as outcomes are developed.

The Key Performance Measure percent of recruitments meeting original or renegotiated timelines ties to the BHR 2014-17 Strategic Plan initiative of onboarding for new employees. By continuing to refine the recruitment process, HR anticipates sustaining the current level of 100%. Advancements to NEOgov and other hiring platforms will aid this effort.

Changes to Services and Activities

Classification/Compensation is conducting the Citywide, Non-Represented Classification and Compensation Study. Phase I developed position descriptions for each employee involved in the study, which will serve as the foundation for a new classification system. Phase II began with drafting new classifications to which all employees will be allocated.

The Training and Workforce Development program will expand the capability and functionality of the eLearning and Citywide training programs to deliver additional learning opportunities to employees, along with new supervisory and leadership development programs to support the City's Employer of Choice initiative and the new employee on-boarding process.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 20.00 | 20.00 | 23.00 | 23.00 | 23.00 |
| Expenditures | | | | | |
| Citywide Training | (6,916) | 10,208 | 84,370 | 207,653 | 208,180 |
| Class/Compensation | 496,275 | 570,217 | 613,035 | 599,178 | 599,178 |
| Diversity/Affirmative Action | 381,654 | 398,196 | 408,416 | 420,347 | 420,347 |
| Employment/Development | 634,277 | 609,675 | 628,305 | 895,311 | 810,311 |
| Labor Relations | 782,617 | 754,995 | 808,178 | 809,485 | 809,485 |
| Total Expenditures | 2,287,907 | 2,343,291 | 2,542,304 | 2,931,974 | 2,847,501 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of recruitments meeting original or renegotiated timelines | 90% | 100% | 100% | 100% | 100% |
| Percentage of focused outreach program participants on an eligible list who are offered a position | NA | NA | 50% | 50% | 50% |
| Effectiveness | | | | | |
| Percentage of diverse (protected class) applicants per fiscal year - female | 44% | 38% | 40% | 40% | 40% |
| Percentage of diverse (protected class) applicants per fiscal year - minority | 21% | 28% | 27% | 27% | 27% |

Operations and Strategic Support

Description

Operations and Strategic Support consists of three programs - the Director's Office, Benefits/Wellness, and Operations. The Director's Office provides bureau oversight and direction; develops and maintains the City's Administrative Rules and policies; provides consultation to bureau directors and City Council; manages the bureau's budget; oversees and administers the Citywide family leave program, pre-employment medical programs, and the targeted severance program; and provides administrative support for the Civil Service Board. The Benefits/Wellness program manages and administers the City's employee benefit plans and the 457 Deferred Compensation plan. The Operations program manages, administers, and coordinates the City's human resources and payroll systems, including overseeing the Organization Management, Personnel Administration, Payroll, and Time Administration programs of SAP Human Capital Management (HCM).

Goals

The Operations and Strategic Support program supports the City goal of delivering efficient, effective, and accountable municipal services and the Office of Management & Finance goals of:

- ◆ Collaborating with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities.
- ◆ Delivering business solutions that take into account customer needs and interests.
- ◆ Leading Citywide initiatives that help bureaus plan for and adapt to a changing workforce.
- ◆ Providing streamlined business processes that are easy to understand, efficient, and ensure compliance.

Performance

The payroll program strives to have all payroll checks directly deposited to ensure prompt payment and save paper resources; the measure should remain steady. Employee enrollment in the Health Coaching program is expected to increase as the bureau improves outreach to employees with chronic illnesses. Ensuring plan participants with chronic illnesses are connected to programs with an evidence-based approach will mitigate negative trends and moderate claim costs over time. By setting communication and participation targets, the City will use this strategy to moderate increases in behavioral risk factors that lead to chronic disease.

Changes to Services and Activities

In collaboration with Enterprise Business Solution, Operations and Strategic Support will continue to manage and support business process improvements that streamline and automate organizational management and personnel transaction forms. The FY 2016-17 budget eliminates an administrative position supporting the Systems and Payroll programs.

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE & Financials | | | | | |
| FTE | 36.00 | 38.00 | 38.00 | 36.00 | 36.00 |
| Expenditures | | | | | |
| Benefits/Wellness | 664 | (33,906) | 1,476 | 0 | 0 |
| Deferred Compensation | 253,859 | 250,740 | 303,213 | 319,531 | 319,531 |

Human Resources

City Support Services Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| Health Insurance | 50,781,482 | 53,082,993 | 60,110,065 | 62,942,159 | 62,942,708 |
| HR Systems & Records | 3,175,671 | 3,445,147 | 4,242,100 | 3,644,915 | 3,649,587 |
| Total Expenditures | 54,211,676 | 56,744,974 | 64,656,854 | 66,906,605 | 66,911,826 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Efficiency | | | | | |
| Percentage of payroll checks direct deposited | 92% | 90% | 90% | 91% | 91% |
| Workload | | | | | |
| Number of employees enrolled in health coaching programs | 437 | 511 | 550 | 575 | 575 |

Site Teams and Police HR

| | |
|---|---|
| Description | Site Teams and the Police Human Resources (HR) provide human resources consultation, services, programs and training to ensure that bureau directors, managers, supervisors, and employees have the information and resources necessary to meet business and work-related needs. The Human Resources Site Teams facilitate bureaus' use of all human resources programs and coordinate a Citywide approach to the application of rules, policies, and best practices. |
| Goals | <p>The Site Teams support the City's goal to deliver efficient, effective, and accountable municipal services and support the Office of Management & Finance goals to:</p> <ul style="list-style-type: none"> ◆ Lead Citywide initiatives that help bureaus plan for and adapt to a changing workforce. ◆ Provide programs to attract, on-board, develop and retain a skilled, knowledgeable, and diverse City workforce. ◆ Increase Citywide employee participation in wellness programs and safety initiatives. ◆ Provide streamlined business processes that are easy to understand, efficient and ensure compliance. ◆ Deliver business solutions that take into account customer needs and interests. ◆ Collaborate with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities. |
| Performance | Performance measures for the Site Teams and Police HR indicate the level of City investment in developing and managing its workforce and are used as a standard comparison with other organizations. The cost of providing human resources services per City employee has risen due to the addition of the payroll function to BHR. This rate is expected to remain constant next fiscal year. |
| Changes to Services and Activities | Site Teams and Police Human Resources are helping bureaus review business processes (e.g., employee hiring processes and services to the public) through a lens to promote more equitable outcomes for staff, customers, and stakeholders. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 20.00 | 20.00 | 20.00 | 20.00 | 20.00 |
| Expenditures | | | | | |
| Site Teams and Police HR | 2,379,550 | 2,444,904 | 2,612,912 | 2,629,729 | 2,629,729 |
| Total Expenditures | 2,379,550 | 2,444,904 | 2,612,912 | 2,629,729 | 2,629,729 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Efficiency | | | | | |
| Number of City employees per Bureau of Human Resources employee | 75 | 78 | 74 | 74 | 74 |

Summary of Division Budget

Human Resources
City Support Services Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 55,274,652 | 57,158,593 | 59,297,336 | 60,997,629 | 60,997,629 |
| Intergovernmental | 159 | 0 | 0 | 0 | 0 |
| Miscellaneous | 1,366,865 | 1,247,435 | 1,356,784 | 1,174,118 | 1,174,118 |
| Total External Revenues | 56,641,676 | 58,406,028 | 60,654,120 | 62,171,747 | 62,171,747 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 2,729,636 | 3,598,936 | 4,325,169 | 4,032,713 | 3,996,371 |
| General Fund Overhead | 5,085,006 | 4,613,348 | 4,731,336 | 4,724,835 | 4,681,376 |
| Fund Transfers - Revenue | 4,690 | 27 | 0 | 0 | 0 |
| Interagency Revenue | 364,739 | 272,576 | 286,558 | 385,445 | 385,445 |
| Total Internal Revenues | 8,184,071 | 8,484,887 | 9,343,063 | 9,142,993 | 9,063,192 |
| Beginning Fund Balance | 11,762,580 | 15,316,246 | 18,628,421 | 17,578,181 | 17,578,181 |
| Total Resources | \$76,588,327 | \$82,207,161 | \$88,625,604 | \$88,892,921 | \$88,813,120 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 8,511,523 | 8,905,803 | 9,858,455 | 10,256,994 | 10,171,994 |
| External Materials and Services | 51,320,997 | 53,124,286 | 58,802,593 | 61,092,464 | 61,092,464 |
| Internal Materials and Services | 1,277,597 | 1,266,899 | 1,151,022 | 1,118,850 | 1,124,598 |
| Total Bureau Expenditures | 61,110,117 | 63,296,988 | 69,812,070 | 72,468,308 | 72,389,056 |
| Fund Expenditures | | | | | |
| Debt Service | 27,380 | 29,900 | 34,322 | 36,862 | 36,862 |
| Contingency | 0 | 0 | 18,637,457 | 16,101,833 | 16,100,066 |
| Fund Transfers - Expense | 134,584 | 283,579 | 141,755 | 285,918 | 287,136 |
| Total Fund Expenditures | 161,964 | 313,479 | 18,813,534 | 16,424,613 | 16,424,064 |
| Ending Fund Balance | 15,316,246 | 18,596,694 | 0 | 0 | 0 |
| Total Requirements | \$76,588,327 | \$82,207,161 | \$88,625,604 | \$88,892,921 | \$88,813,120 |
| Programs | | | | | |
| Accounting | 1,315 | (9) | 0 | 0 | 0 |
| Administration & Support | 8,042 | 7,296 | 0 | 0 | 0 |
| Benefits | 2,201,012 | 1,823,793 | 0 | 0 | 0 |
| Diversity Development/Affirmative Action | 8,500 | 7,000 | 0 | 0 | 0 |
| Employment & Development | 2,738 | 2,978 | 0 | 0 | 0 |
| HR Corporate Services | 2,287,907 | 2,343,291 | 2,542,304 | 2,931,974 | 2,847,501 |
| Labor Relations | 1,168 | 4 | 0 | 0 | 0 |
| Operations and Strategic Support | 54,211,676 | 56,744,974 | 64,656,854 | 66,906,605 | 66,911,826 |
| Site Teams and Police HR | 2,379,550 | 2,444,904 | 2,612,912 | 2,629,729 | 2,629,729 |
| Special Appropriation - City Support Services | 8,209 | (77,243) | 0 | 0 | 0 |
| Total Programs | 61,110,117 | \$63,296,988 | \$69,812,070 | \$72,468,308 | \$72,389,056 |

Human Resources

FTE Summary

City Support Services Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000063 | Accountant II | 54,371 | 68,453 | 1.00 | 61,765 | 1.00 | 64,342 | 1.00 | 64,342 |
| 30000064 | Accountant III | 59,862 | 75,296 | 1.00 | 75,300 | 1.00 | 75,300 | 1.00 | 75,300 |
| 30000562 | Accounting Supervisor, Sr | 69,285 | 92,498 | 1.00 | 90,996 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 1.00 | 79,728 | 1.00 | 79,728 | 1.00 | 79,728 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 5.00 | 298,384 | 5.00 | 304,039 | 5.00 | 304,039 |
| 30000436 | Administrative Supervisor I | 59,800 | 79,726 | 1.00 | 79,728 | 1.00 | 79,728 | 1.00 | 79,728 |
| 30001586 | Affirmative Action/Diversity Analyst, Sr | 62,795 | 83,720 | 1.00 | 74,611 | 1.00 | 77,673 | 1.00 | 77,673 |
| 30000539 | Benefits Analyst | 62,795 | 83,720 | 3.00 | 251,568 | 3.00 | 254,138 | 3.00 | 254,138 |
| 30001535 | Benefits Coordinator | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000541 | Benefits Manager | 88,275 | 117,562 | 1.00 | 117,564 | 1.00 | 117,564 | 1.00 | 117,564 |
| 30000538 | Benefits Specialist | 59,800 | 79,726 | 1.00 | 65,400 | 1.00 | 67,853 | 1.00 | 67,853 |
| 30000449 | Business Systems Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000533 | Classification/Compensation Analyst, Sr | 62,795 | 83,720 | 3.00 | 223,535 | 3.00 | 229,262 | 3.00 | 229,262 |
| 30000535 | Classification/Compensation Manager | 117,562 | 126,381 | 1.00 | 127,038 | 1.00 | 130,308 | 1.00 | 130,308 |
| 30000530 | Diversity, Outreach & Emp Resources Mgr | 88,275 | 135,179 | 1.00 | 135,180 | 1.00 | 135,180 | 1.00 | 135,180 |
| 30000527 | Employment & Development Coordinator | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000569 | Financial Analyst, Principal | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000568 | Financial Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000522 | Human Resources Analyst, Sr | 62,795 | 83,720 | 4.00 | 324,739 | 4.00 | 328,476 | 4.00 | 328,476 |
| 30000523 | Human Resources Coordinator | 69,285 | 92,498 | 13.00 | 1,163,012 | 13.00 | 1,172,773 | 13.00 | 1,172,773 |
| 30000409 | Human Resources Director | 126,131 | 180,752 | 1.00 | 180,756 | 1.00 | 180,756 | 1.00 | 180,756 |
| 30000526 | Human Resources Director, Assistant | 112,195 | 160,618 | 1.00 | 160,620 | 1.00 | 160,620 | 1.00 | 160,620 |
| 30000525 | Human Resources Manager, Police | 88,275 | 117,562 | 1.00 | 113,856 | 1.00 | 117,140 | 1.00 | 117,140 |
| 30000524 | Human Resources Site Team Manager | 88,275 | 117,562 | 3.00 | 352,692 | 3.00 | 352,692 | 3.00 | 352,692 |
| 30001633 | Human Resources System Manager | 88,275 | 128,627 | 1.00 | 128,628 | 1.00 | 128,628 | 1.00 | 128,628 |
| 30001858 | Human Resources System Specialist | 59,800 | 79,726 | 5.00 | 367,356 | 5.00 | 377,235 | 5.00 | 377,235 |
| 30000520 | Human Resources Technician | 49,275 | 75,899 | 4.00 | 235,759 | 4.00 | 244,644 | 4.00 | 244,644 |
| 30001834 | Labor Relations Analyst | 59,800 | 79,726 | 1.00 | 61,584 | 1.00 | 63,694 | 1.00 | 63,694 |
| 30001833 | Labor Relations Analyst, Senior | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000536 | Labor Relations Coordinator | 76,294 | 102,544 | 3.00 | 284,704 | 3.00 | 291,871 | 3.00 | 291,871 |
| 30000537 | Labor/Employee Relations Manager | 88,275 | 130,312 | 1.00 | 130,308 | 1.00 | 130,308 | 1.00 | 130,308 |
| 30000011 | Office Support Specialist I | 31,366 | 44,803 | 1.00 | 37,584 | 1.00 | 39,376 | 1.00 | 39,376 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 1.00 | 49,464 | 1.00 | 49,464 | 1.00 | 49,464 |
| 30000013 | Office Support Specialist III | 44,075 | 58,406 | 4.00 | 192,546 | 3.00 | 138,744 | 3.00 | 138,744 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 2.00 | 173,472 | 2.00 | 175,920 | 2.00 | 175,920 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 1.00 | 57,696 | 1.00 | 59,469 | 1.00 | 59,469 |
| 30000531 | Training & Development Analyst | 62,795 | 83,720 | 1.00 | 78,019 | 1.00 | 79,649 | 1.00 | 79,649 |
| 30001708 | Training & Development Manager | 82,098 | 109,346 | 2.00 | 190,824 | 2.00 | 193,824 | 2.00 | 193,824 |
| TOTAL FULL-TIME POSITIONS | | | | 77.00 | 6,527,468 | 76.00 | 6,555,946 | 76.00 | 6,555,946 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 1.00 | 61,320 | 1.00 | 64,281 | 1.00 | 64,281 |
| 30000522 | Human Resources Analyst, Sr | 62,795 | 83,720 | 1.00 | 73,260 | 1.00 | 76,794 | 1.00 | 76,794 |
| 30000520 | Human Resources Technician | 49,275 | 75,899 | 1.00 | 61,320 | 1.00 | 61,320 | 1.00 | 61,320 |
| 30000531 | Training & Development Analyst | 62,795 | 83,720 | 1.00 | 83,724 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 4.00 | 279,624 | 3.00 | 202,395 | 3.00 | 202,395 |
| GRAND TOTAL | | | | 81.00 | 6,807,092 | 79.00 | 6,758,341 | 79.00 | 6,758,341 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|------------------|---------------|-------------------|---------------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 72,419,161 | 0 | 72,419,161 | 80.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 0 | 0 | 0 | 0.00 | Realign front desk support |
| | 0 | 0 | 0 | 0.00 | Increase training interagency with EBS |
| | 0 | 0 | 0 | 0.00 | Realign FMLA coordination |
| | (98,017) | 0 | (98,017) | (1.00) | Reduce Office Support Specialist III in Payroll |
| | (68,063) | 0 | (68,063) | 0.00 | Reduce training and professional services |
| | 0 | (25) | (25) | 0.00 | OMF interagency adjustments |
| | 0 | 170,000 | 170,000 | 0.00 | Spring BMP program carryover |
| | 45,252 | 0 | 45,252 | 0.00 | Technical adjustments |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | (85,000) | (85,000) | 0.00 | Reduce duplicative Spring BMP program carryover for a funded OSS position |
| | 0 | 5,748 | 5,748 | 0.00 | OMF IA adjustments for daycare center relocation |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| | (120,828) | 90,723 | (30,105) | (1.00) | Total FY 2016-17 Decision Packages |
| | | | 72,389,056 | 79.00 | Total Adopted Budget |

Bureau of Internal Business Services

Overview

The Bureau of Internal Business Services (BIBS) serves the public and businesses by directly supporting City bureaus and providing cost-effective services to customers both internal and external to the City. BIBS is comprised of four divisions: Fleet Services, Facilities Services, Risk Management, and Printing & Distribution.

In FY 2015-16, an internal reorganization moved positions from Facilities Services and Fleet Services in order to create a bureau-wide administrative support team. The BIBS Administration Team provides oversight and support to the four divisions through policy development, planning and coordination, and standardization to ensure seamless service delivery that meets customers' diverse needs. The BIBS Administration Team is also responsible for managing and allocating bureau resources and supporting continuous improvement efforts.

Fleet Services provides professional and technical services for municipal fleet vehicles and specialized equipment to meet both the day-to-day needs of the City and to handle emergency events. Fleet's key programs include new additions and replacement equipment, maintenance and repair, parts and fuel, lease and rental equipment, body and paint, and the motor pool. Fleet performs work on a technologically diverse fleet of over 3,150 units valued at approximately \$115 million.

Facilities Services maintains approximately 3.5 million square feet of buildings and properties including Police precincts, office buildings, labs, parking structures, emergency services, radio towers, and the Bull Run headworks facilities.

Risk Management minimizes the City's financial risk while creating and promoting a safe work environment. Risk Management administers the City's self-insured general liability, fleet liability, and workers' compensation programs in addition to managing the City's commercial insurance portfolio, including property, excess workers' compensation, and excess liability insurance. Risk Management advises and assists bureaus in managing risk of injury involving employees, City property, and the public.

Printing & Distribution (P&D) provides centralized reproduction and mailing services to the City, other agencies, and the public. Printing & Distribution supports bureaus' cost-control efforts through ongoing consultation services and ensures the City's printing and mailing standards are used on all projects.

Additionally, all four divisions are charged with developing and implementing policies and procedures that reflect the City's commitment to social, environmental, and economic sustainability goals.

Facilities Services

| | |
|---|---|
| Description | Facilities Services manages and maintains safe and energy efficient facilities that support City operations and public use. Services are provided to 3.5 million square feet of buildings and properties ranging from police precincts, office buildings, labs, parking structures, emergency services, radio towers, and Bull Run headworks facilities. Services include procuring properties, new construction, major renovations and maintenance projects, preventive maintenance, and full property management. |
| Goals | <p>By maintaining and providing services to City owned and operated properties, Facilities Services supports the City goals of delivering efficient, effective, and accountable municipal services and the Office of Management & Finance goals of:</p> <ul style="list-style-type: none"> ◆ Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure. ◆ Developing OMF business processes that support the City's sustainability goals. ◆ Delivering business solutions that consider customer needs and interests. ◆ Collaborating with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities. |
| Performance | <p>The operations team completed approximately 7,000 scheduled and unscheduled work orders during FY 2014-15, with a maintained space per technician of nearly 300,000 square feet. The majority of buildings in the Facilities Services portfolio are maintained in fair or better condition, according to a recently completed building condition assessment. The construction project management team successfully completed projects with a total value of over \$10 million in FY 2014-15, including the Police Training Complex.</p> <p>The Key Performance Measure showing the percent of OMF owned and managed City facilities (excluding Spectator Venues) maintained in good or better condition supports the OMF 2012-17 Strategic Plan strategy of engaging City stakeholders to identify critical technology and facilities infrastructure, including historically significant assets. Facilities Services is currently developing an asset management program and associated long range maintenance plans. The Strategic Planning and Development group is also assessing existing building deficiencies to support a request for a phase-in of additional major maintenance funds.</p> |
| Changes to Services and Activities | <p>The Portland Building Reconstruction project continues in FY 2016-17 with \$12.8 million approved for projected costs for an owner's representative contract, architectural and engineering design services under a progressive Design-Build-Relocate contract, staff costs, and other design phase costs. No funding from tenants will be required in FY 2016-17. Funding is provided by the remaining balance of \$3.75 million of the major maintenance funds dedicated to the project, \$2.57 million of General Fund cash dedicated to the project, and debt financing.</p> <p>A Facilities Strategic Planning and Development group was formed to develop an asset management program, assist bureaus with their long-range facility master planning and site development activities, and support resource management activities to meet Climate Action Plan goals.</p> |

Internal Business Services

City Support Services Service Area

The Coordinated Campsite Cleanup Program, which focuses on the cleanup of campsites on City properties, continues with interagency funding from Transportation, Water, Parks, and Environmental Services. In FY 2016-17 one-time funding of \$690,000 and two 0.9 FTE for a campsite services program was approved. The positions will manage homeless related activities including campsite identification and development, day storage operations, R2DToo and other sanctioned campsites operations, cross-bureau and interagency coordination, and vendor management and contract administration.

The FY 2015-16 budget added a facilities maintenance technician apprenticeship program funded by the Bureau of Development Services to meet their additional facility needs. Facilities Services is working in partnership with Portland Community College's METRO apprenticeship program.

Funds to enhance security measures at City Hall are included in the FY 2016-17 budget.

In October 2015, through Resolution #37159, Council directed the Office of Management and Finance and the City Budget Office to develop scenarios for downtown office space lease rate equalization to be implemented no later than FY 2020-21. This was discussed during the Office of Management and Finance's budget presentation; based on that discussion, rate equalization implementation will begin in FY 2020-21.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|------------------------------|------------------------------|-----------------------------------|----------------------------|------------------------------|
| FTE | 33.00 | 33.54 | 37.81 | 39.81 | 40.61 |
| Expenditures | | | | | |
| Facilities Services | 680 | 4,392 | 0 | 710,000 | 582,632 |
| Facilities Strategic Plan | 0 | 2,606 | 155,809 | 561,824 | 561,824 |
| Operations and Maintenance | 15,618,546 | 15,035,511 | 29,488,727 | 29,371,745 | 28,538,559 |
| Project Management | 15,136,677 | 6,550,434 | 5,680,073 | 15,791,901 | 16,179,329 |
| Property Management | 1,032,506 | 847,213 | 2,380,075 | 875,143 | 875,143 |
| Spectator Facilities | 761 | (3,634) | 0 | 0 | 0 |
| Support Services | 2,204,455 | 2,466,339 | 1,747,491 | 2,005,470 | 2,109,925 |
| Total Expenditures | 33,993,625 | 24,902,861 | 39,452,175 | 49,316,083 | 48,847,412 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of OMF owned City facilities (excluding spectator venues) maintained in good or better condition | 61% | 61% | 61% | 60% | 60% |
| Efficiency | | | | | |
| Major maintenance funding as percentage of 3% replacement value industry best practice | NA | 43% | 43% | 43% | 43% |
| Change in energy usage per gross square foot (kBtu/ Sq ft) for OMF owned buildings over the prior three-year average | -12% | -22% | -2% | -2% | -2% |

Fleet Services

| | |
|--------------------|--|
| Description | <p>Fleet Services provides professional and technical services for municipal fleet vehicles and specialized equipment to meet the day-to-day and emergency response needs of the City and other governmental agencies. Fleet manages programs including new additions and replacement equipment, maintenance and repair, parts and fuel, lease and rental equipment, body and paint, and the motor pool.</p> <p>Fleet Services work is performed on a diverse fleet of over 3,150 units including patrol cars, dump trucks, hybrid and all-electric vehicles, and construction equipment. Vehicles and equipment managed by Fleet are valued at approximately \$115 million. Mission critical service is provided through ten fueling stations and seven maintenance facilities. Fleet is responsible for maintaining emergency generators, renting construction equipment, and disposing of vehicles at the end of their economic lifecycles.</p> |
| Goals | <p>Through high quality and skilled service delivery, Fleet supports the City goals of delivering efficient, effective, and accountable municipal services and the Office of Management & Finance goals of:</p> <ul style="list-style-type: none">◆ Delivering business solutions that take into account customer needs and interests.◆ Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication.◆ Developing OMF business processes that support the City's sustainability goals. |
| Performance | <p>Fleet's performance and achievements were recognized as an Elite Fleet in 2012, 2013, 2014, and 2015, which is the highest honor given by Government Fleet Magazine's Leading Fleet's Program. Accomplishments also include certification by the Government Fleet Management Alliance (GFMA) and the Coalition for Green Fleet Management for completion of the Certified Fleet Management Operation (CFMO) and Tier 5 CLEANFleet programs. This certifies the fleet operation as cost-effective, competitive, well-managed, energy efficient, and environmentally responsible. Together, these two certifications earned the City of Portland national recognition as the very first Fleet Masters operation.</p> <p>Fleet's recent performance includes 95% fleet availability, 95% customer service satisfaction, and completing 90% of vehicle and equipment repairs within 24 hours, well above the fleet industry benchmark of 70%. Fleet continues to champion green initiatives, including the use of B-20 biodiesel fleet-wide, renewable diesel, and increasing adoption of hybrid, electric, and hybrid-electric technologies.</p> <p>The Key Performance Measure indicating the percent of sedans that are electric or plug-in hybrid supports the 2015 Climate Action Plan requiring 20% of sedans to be electric or plug-in hybrid by the end of FY 2015-16. In accordance with the Portland Plan and the Climate Action Plan, Fleet continues to work with bureaus to replace gas-powered sedans at the end of their economic life with electric vehicles or plug-in hybrids whenever feasible. Selection and price are expected to allow for increased substitution of electric and plug-in hybrid vehicles over the next five years.</p> |

Internal Business Services

City Support Services Service Area

Changes to Services and Activities

Fleet's service levels are driven by customer demand. Fleet continues to explore opportunities to provide services to other local government agencies in FY 2016-17. Work is proceeding on the replacement of five aging fuel tanks and the addition of two new fueling stations approved in the FY 2014-15 Fall Budget Monitoring Process. In addition to increasing the City's capacity to respond to a catastrophic event, the existing stations were past their economic life cycle and replacement was necessary to support City's fueling needs.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 78.00 | 78.54 | 78.15 | 78.15 | 78.15 |
| Expenditures | | | | | |
| Fleet Services | 0 | 0 | 157,500 | 0 | 0 |
| Maintenance and Repair | 17,909,934 | 18,559,956 | 24,649,801 | 21,922,927 | 21,923,153 |
| New and Replacement Acqs | 8,509,910 | 10,386,888 | 13,765,101 | 14,693,822 | 14,693,822 |
| Vehicle Pool | 80,573 | 87,562 | 88,269 | 83,729 | 83,729 |
| Total Expenditures | 26,500,417 | 29,034,406 | 38,660,671 | 36,700,478 | 36,700,704 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of sedans that are electric or plug-in hybrid | 8% | 11% | 21% | 25% | 25% |
| Efficiency | | | | | |
| Percentage of vehicles meeting industry utilization standards | NA | 95% | 95% | 95% | 95% |
| Percentage change in sedan class unleaded fuel use over the prior year | NA | -0.5% | -0.5% | -0.5% | -0.5% |

Printing & Distribution

Description

Printing & Distribution provides centralized, high quality, convenient, technologically current, and cost effective reproduction and mailing services to City staff, external customers, and the public.

Printing & Distribution supports each bureau's unique workflow with products and services configured to maximize efficiency and effectiveness. The division's mission is to be the printer of choice for all City operations. The print shop is responsible for the City's central in-house printing and binding, pre-press services, paper purchases, customer service program, and also runs a satellite print shop at 1900 SW 4th Avenue. Distribution is responsible for the City's interoffice mail system, outgoing U.S. mail and postage, microfilm, and large volume scanning services.

Printing & Distribution contributes to City sustainability efforts by ensuring compliance with the City's sustainability paper policy, encouraging use of environmentally preferable papers, using vegetable-based inks, and minimizing waste.

Goals

By providing timely, customer-focused printing and mailing services, Printing & Distribution supports the City's goal of delivering efficient, effective and accountable municipal services. The program's activities most directly support the Office of Management & Finance goals of:

- ◆ Delivering business solutions that take into account customer needs and interests.
- ◆ Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication.
- ◆ Providing streamlined business processes that are easy to understand, efficient and ensure compliance.
- ◆ Developing OMF business processes that support the City's sustainability goals.

Performance

Printing & Distribution performance is measured by percentage of work shipped on time (99% for FY 2014-15), number of pieces mailed per Printing & Distribution employee, basic copy center rate (\$0.034 per sheet for FY 2014-15), and number of Service Requests completed (20,200 for FY 2014-15). Printing & Distribution continues to keep the convenience copy rate competitive to private rates for walk-up copies, as well as keeping annual increases below the rate of inflation with a \$0.04 per copy rate in FY 2015-16. The mail volume per Distribution employee is expected to be over 900,000 pieces for FY 2015-16.

The Key Performance Measure showing basic copy center rate as a percent of private sector rates is used in comparison with private sector rates. This comparison is performed once every three years as part of a third party rate study. Printing & Distribution is currently at \$0.034 per sheet; local average is \$0.07. Through careful management of costs and personnel, Printing & Distribution is expected to maintain rates at 48% of market rates for the foreseeable future. This performance measure is in accordance with the OMF 2012-17 Strategic Plan theme of financial sustainability.

Internal Business Services

City Support Services Service Area

Changes to Services and Activities

Printing & Distribution continues to transition reprographics services from traditional film-based to digital. New services include large volume archival scanning, large format scanning, fiche scanning, and large format color printing. The division has also surveyed many City offices' printing devices, assessed usage, and has made recommendations for machine configuration and workflow to better use the City's limited printing resources.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 20.50 | 19.40 | 19.85 | 18.85 | 18.85 |
| Expenditures | | | | | |
| Copy Services | 198,647 | 279,008 | 483,173 | 503,646 | 503,646 |
| Distribution | 2,065,950 | 2,249,287 | 2,642,050 | 2,744,353 | 2,744,353 |
| Duplicating | 2,253,877 | 2,243,962 | 3,395,978 | 3,375,456 | 3,376,167 |
| Imaging | 146,209 | 82 | 0 | 0 | 0 |
| Printing & Distribution | 0 | 0 | 0 | 37,238 | 37,238 |
| Total Expenditures | 4,664,683 | 4,772,339 | 6,521,201 | 6,660,693 | 6,661,404 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Basic Copy Center rate as a percentage of private sector rate | 45% | 45% | 48% | 48% | 48% |
| Efficiency | | | | | |
| Operating capital reserve contributions as a percentage of revenues | -1.7% | 1.4% | 2.5% | 3.0% | 3.0% |
| Workload | | | | | |
| Total annual print shop production per FTE (copy center sheets, press impressions, digital color prints) | 756,098 | 760,309 | 820,000 | 850,000 | 850,000 |

Risk Management

| | |
|---|---|
| Description | Risk Management minimizes the City's financial risk, while creating and promoting a safe work environment. Risk Management administers the City's self-insured general liability, fleet liability, and workers' compensation programs and manages the City's portfolio of insurance coverage, which includes property, excess workers' compensation, and excess liability. Through its loss prevention program, Risk Management advises and assists City bureaus in managing their risk of injury involving employees, City property, and the public. |
| Goals | <p>Through responsible risk mitigation, Risk Management supports the City goal of delivering efficient, effective, and accountable municipal services, and supports the Office of Management & Finance goals of:</p> <ul style="list-style-type: none"> ◆ Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls. ◆ Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication. ◆ Developing OMF business processes that provide options to address individual bureau requirements and changing environmental factors. ◆ Developing OMF business processes that support the City's sustainability goals. ◆ Delivering business processes and business solutions that take into account customer needs and interests. |
| Performance | <p>The City self-insures most losses due to tort liability and employee on-the-job injury. Performance metrics for the division include total claims cost, frequency, and severity (average cost per claim) of these claims. General liability, fleet, and workers' compensation (excluding Police and Fire sworn personnel) total claims cost, count, and severity have all been flat or declining over the last four years due primarily to changes in police procedures, investments in the sewer system, and loss prevention activities such as the flu shot program, bureau risk assessments, and active workplace safety committees.</p> <p>The Key Performance Measure showing the change in cost of general liability claims over the prior four years ties into the Portland Plan objective of energy and infrastructure resilience. Consistent maintenance and upgrades to City assets and infrastructure should keep general liability claims low. Recent policy changes and infrastructure investments are aiding the effort to keep costs of general liability low. This trend is expected to continue for the foreseeable future.</p> |
| Changes to Services and Activities | In FY 2015-16, Risk Management worked with Portland Fire & Rescue to find a new partner to provide 24/7 coverage to triage City employees who are exposed to blood and body fluids. The excess liability insurance carrier declined to renew premiums, and new markets required significant premium increase to write the City's tort liability risk. Risk launched two major initiatives aimed at property protection: one focuses on human factor protocols that bureaus implement to |

Internal Business Services

City Support Services Service Area

manage fire exposure and the other provides equipment to minimize post-earthquake fires. In addition, the first round of executive briefings on bureaus' loss prevention program reviews and the employee safety perception survey results were completed. This information is being used to focus loss prevention efforts and services.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|----------------------------|------------------------------|
| FTE | 19.00 | 20.52 | 21.19 | 21.19 | 21.19 |
| Expenditures | | | | | |
| Commercial Insurance | 2,048,113 | 2,202,008 | 2,768,900 | 3,240,243 | 3,240,243 |
| Liability | 379,223 | 427,537 | 2,134,436 | 669,560 | 671,314 |
| Loss Prevention | 69,242 | 15,742 | 8,760 | 0 | 0 |
| Occupational Health | 23,435 | 43,540 | 179,652 | 57,419 | 57,419 |
| Risk Claims Costs | 5,333,284 | 8,095,535 | 8,991,142 | 8,984,535 | 8,984,535 |
| Risk Management | 3,131,689 | 3,081,892 | 0 | 2,336,779 | 2,336,779 |
| Workers' Comp | 479,422 | 86,877 | 2,191,985 | 550,544 | 552,403 |
| Total Expenditures | 11,464,408 | 13,953,131 | 16,274,875 | 15,839,080 | 15,842,693 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Change in the cost of general liability claims over the prior four-year average | -41% | -22% | 0% | 0% | 0% |
| Efficiency | | | | | |
| Change in the cost of fleet liability claims over the prior four years | NA | -3% | 0% | 0% | 0% |
| Change in the cost of workers' compensation claims over the prior four years | NA | 4% | 0% | 0% | 0% |

Summary of Division Budget

Internal Business Services

City Support Services Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Licenses & Permits | 251 | 0 | 0 | 0 | 0 |
| Charges for Services | 1,097,184 | 1,875,200 | 1,832,704 | 1,242,918 | 1,242,918 |
| Intergovernmental | 2,764,060 | 2,185,015 | 2,081,562 | 2,036,058 | 2,036,058 |
| Bond & Note | 25,038,888 | 19,922,445 | 12,604,127 | 12,604,127 | 21,574,814 |
| Miscellaneous | 4,489,374 | 2,571,438 | 3,681,492 | 10,906,238 | 1,935,551 |
| Total External Revenues | 33,389,757 | 26,554,098 | 20,199,885 | 26,789,341 | 26,789,341 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 0 | 103,542 | 0 | 0 | 0 |
| Fund Transfers - Revenue | 4,980,969 | 8,825,000 | 6,546,146 | 4,963,812 | 4,963,812 |
| Interagency Revenue | 67,754,734 | 71,100,064 | 78,768,263 | 86,980,322 | 87,154,889 |
| Total Internal Revenues | 72,735,703 | 80,028,606 | 85,314,409 | 91,944,134 | 92,118,701 |
| Beginning Fund Balance | 104,576,188 | 117,273,135 | 99,889,749 | 104,392,179 | 103,555,293 |
| Total Resources | \$210,701,648 | \$223,855,839 | \$205,404,043 | \$223,125,654 | \$222,463,335 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 15,109,253 | 15,096,759 | 17,406,854 | 16,740,338 | 16,730,338 |
| External Materials and Services | 39,943,481 | 38,861,448 | 54,839,673 | 62,057,462 | 61,928,150 |
| Internal Materials and Services | 9,109,815 | 8,437,493 | 9,667,614 | 9,583,307 | 9,593,644 |
| Capital Outlay | 13,863,104 | 12,017,490 | 19,004,023 | 20,135,227 | 19,800,081 |
| Total Bureau Expenditures | 78,025,653 | 74,413,190 | 100,918,164 | 108,516,334 | 108,052,213 |
| Fund Expenditures | | | | | |
| Debt Service | 8,407,438 | 8,346,118 | 9,506,361 | 7,463,436 | 7,463,436 |
| Contingency | 0 | 0 | 92,437,271 | 104,143,550 | 103,933,084 |
| Fund Transfers - Expense | 7,078,648 | 2,768,339 | 2,542,247 | 3,002,334 | 3,014,602 |
| Total Fund Expenditures | 15,486,086 | 11,114,457 | 104,485,879 | 114,609,320 | 114,411,122 |
| Ending Fund Balance | 117,273,135 | 99,247,368 | 0 | 0 | 0 |
| Total Requirements | \$210,784,874 | \$184,775,015 | \$205,404,043 | \$223,125,654 | \$222,463,335 |
| Programs | | | | | |
| Administration & Support | 0 | 3 | 0 | 0 | 0 |
| Administration & Support | (98,871) | 1,330 | 0 | 0 | 0 |
| Assessments & Improvements | 0 | 56 | 0 | 0 | 0 |
| Commercial Insurance | 1,282 | 416 | 0 | 0 | 0 |
| Communications | 0 | 437 | 0 | 0 | 0 |
| Copy Services | 105,951 | 58,648 | 0 | 0 | 0 |
| Debt Management | 6,203 | 648 | 0 | 0 | 0 |
| Duplicating | 765,662 | 846,599 | 0 | 0 | 0 |
| Facilities Services | 33,993,625 | 24,902,861 | 39,452,175 | 49,316,083 | 48,847,412 |
| Fire Station Renovation & Construction | 5,233 | 2,129 | 0 | 0 | 0 |
| Fleet Services | 26,500,417 | 29,034,406 | 38,660,671 | 36,700,478 | 36,700,704 |
| Fuel Management | 81,190 | 67,439 | 0 | 0 | 0 |
| Liability | 11,029 | 46,048 | 0 | 0 | 0 |
| Loss Prevention | 217 | 0 | 0 | 0 | 0 |
| Maintenance & Repair | 82,222 | 37,167 | 0 | 0 | 0 |
| Microfilm | 35 | 0 | 0 | 0 | 0 |
| New & Replacement Acquisitions | 489,930 | 461,244 | 9,242 | 0 | 0 |

Internal Business Services

Summary of Division Budget

City Support Services Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Occupational Health & Infectious Disease | 55 | 0 | 0 | 0 | 0 |
| Operations and Maintenance | 21,330 | 27,754 | 0 | 0 | 0 |
| Printing & Distribution | 4,664,683 | 4,772,339 | 6,521,201 | 6,660,693 | 6,661,404 |
| Procurement | 333,538 | 378,775 | 0 | 0 | 0 |
| Project Management Office | (341,321) | (185,014) | 0 | 0 | 0 |
| Property Management | (73,764) | 46 | 0 | 0 | 0 |
| Risk Management | 11,464,408 | 13,953,131 | 16,274,875 | 15,839,080 | 15,842,693 |
| Workers' Compensation | 12,599 | 6,728 | 0 | 0 | 0 |
| Total Programs | 78,025,653 | \$74,413,190 | \$100,918,164 | \$108,516,334 | \$108,052,213 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 2.00 | 120,582 | 2.00 | 124,964 | 2.00 | 124,964 |
| 30000125 | Auto Body Restorer | 56,784 | 63,586 | 2.00 | 125,460 | 2.00 | 127,176 | 2.00 | 127,176 |
| 30000448 | Business Systems Analyst | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000477 | Claims Analyst | 59,800 | 79,726 | 1.00 | 78,432 | 1.00 | 79,620 | 1.00 | 79,620 |
| 30000478 | Claims Analyst, Sr | 65,957 | 87,963 | 3.00 | 235,404 | 3.00 | 238,752 | 3.00 | 238,752 |
| 30000066 | Claims Technician | 45,427 | 60,216 | 2.00 | 95,760 | 2.00 | 98,676 | 2.00 | 98,676 |
| 30000004 | Commissioner's Admin Support Specialist | 39,853 | 61,381 | 1.00 | 36,932 | 1.00 | 38,448 | 1.00 | 38,448 |
| 30000041 | Distribution Technician | 42,016 | 51,501 | 3.00 | 154,512 | 3.00 | 154,512 | 3.00 | 154,512 |
| 30000042 | Distribution Technician, Lead | 44,138 | 54,038 | 1.00 | 54,036 | 1.00 | 54,036 | 1.00 | 54,036 |
| 30000368 | Engineer-Mechanical | 88,462 | 107,515 | 1.00 | 107,520 | 1.00 | 107,520 | 1.00 | 107,520 |
| 30000719 | Facilities Construction Proj Mgr,Supvsg | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000718 | Facilities Construction Project Manager | 69,285 | 92,498 | 4.00 | 335,218 | 4.00 | 347,514 | 4.00 | 347,514 |
| 30000717 | Facilities Construction Project Spec | 59,800 | 79,726 | 3.00 | 218,226 | 3.00 | 225,664 | 3.00 | 225,664 |
| 30000711 | Facilities Maint Dispatch/Scheduler | 45,885 | 70,637 | 2.00 | 123,516 | 2.00 | 127,842 | 2.00 | 127,842 |
| 30000713 | Facilities Maintenance Supervisor | 59,800 | 79,726 | 1.00 | 73,450 | 1.00 | 76,460 | 1.00 | 76,460 |
| 30000070 | Facilities Maintenance Tech Apprentice | 39,790 | 63,024 | 0.00 | 0 | 1.00 | 48,090 | 1.00 | 48,090 |
| 30000071 | Facilities Maintenance Technician | 61,402 | 66,331 | 15.00 | 976,134 | 15.00 | 987,642 | 15.00 | 987,642 |
| 30000715 | Facilities Services Division Manager | 94,931 | 128,627 | 1.00 | 128,628 | 1.00 | 128,628 | 1.00 | 128,628 |
| 30000712 | Facilities Services Specialist | 59,800 | 79,726 | 1.00 | 79,728 | 1.00 | 79,728 | 1.00 | 79,728 |
| 30001108 | Internal Business Services Director | 112,195 | 160,618 | 1.00 | 160,620 | 1.00 | 160,620 | 1.00 | 160,620 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 1.00 | 62,796 | 1.00 | 62,796 | 1.00 | 62,796 |
| 30000453 | Management Analyst, Principal | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 2.00 | 170,244 | 2.00 | 176,529 | 2.00 | 176,529 |
| 30000475 | Occupational Health Program Manager | 72,800 | 97,386 | 1.00 | 91,836 | 1.00 | 95,592 | 1.00 | 95,592 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 3.00 | 108,792 | 3.00 | 114,033 | 3.00 | 114,033 |
| 30000722 | Print Shop Supervisor | 65,957 | 87,963 | 1.00 | 72,434 | 1.00 | 75,401 | 1.00 | 75,401 |
| 30000044 | Printing & Distrib Custmr Svc Rep, Lead | 51,688 | 64,730 | 1.00 | 61,884 | 1.00 | 64,728 | 1.00 | 64,728 |
| 30000043 | Printing & Distrib Customer Svc Rep | 44,949 | 56,222 | 3.00 | 157,392 | 2.00 | 112,440 | 2.00 | 112,440 |
| 30000723 | Printing & Distribution Manager | 82,098 | 109,346 | 1.00 | 95,569 | 1.00 | 99,483 | 1.00 | 99,483 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 2.00 | 131,904 | 2.00 | 134,164 | 2.00 | 134,164 |
| 30000465 | Program Manager | 69,285 | 92,498 | 1.00 | 69,288 | 1.00 | 69,288 | 1.00 | 69,288 |
| 30000466 | Program Manager, Sr | 82,098 | 109,346 | 1.00 | 99,984 | 1.00 | 104,088 | 1.00 | 104,088 |
| 30000698 | Property Acquisition & Services Manager | 69,285 | 92,498 | 1.00 | 79,728 | 1.00 | 82,176 | 1.00 | 82,176 |
| 30000047 | Reprographic Operator I | 37,107 | 47,570 | 4.00 | 190,272 | 4.00 | 190,272 | 4.00 | 190,272 |
| 30000048 | Reprographic Operator II | 44,949 | 56,222 | 2.00 | 112,440 | 2.00 | 112,440 | 2.00 | 112,440 |
| 30000049 | Reprographic Operator III | 51,688 | 64,730 | 2.00 | 129,456 | 2.00 | 129,456 | 2.00 | 129,456 |
| 30000484 | Risk Manager | 94,931 | 128,627 | 1.00 | 127,588 | 1.00 | 128,628 | 1.00 | 128,628 |
| 30000481 | Risk Specialist | 59,800 | 79,726 | 2.00 | 130,684 | 2.00 | 135,358 | 2.00 | 135,358 |
| 30000482 | Risk Specialist, Sr | 65,957 | 87,963 | 2.00 | 157,974 | 2.00 | 164,053 | 2.00 | 164,053 |
| 30000483 | Risk Supervisor | 82,098 | 109,346 | 3.00 | 303,736 | 3.00 | 311,055 | 3.00 | 311,055 |
| 30000055 | Storekeeper/Acquisition II:Auto Part Spec | 47,133 | 57,637 | 4.00 | 227,816 | 4.00 | 230,544 | 4.00 | 230,544 |
| 30000468 | Stores System Supervisor II | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000131 | Vehicle & Equipment Mechanic | 56,784 | 63,586 | 53.00 | 3,342,948 | 53.00 | 3,354,684 | 53.00 | 3,354,684 |
| 30000132 | Vehicle & Equipment Mechanic, Lead | 59,550 | 66,706 | 2.00 | 133,416 | 2.00 | 133,416 | 2.00 | 133,416 |
| 30000706 | Vehicle Acquisition Analyst | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000709 | Vehicle Maintenance Superintendent | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000707 | Vehicle Maintenance Supervisor I | 62,795 | 83,720 | 5.00 | 388,024 | 5.00 | 394,141 | 5.00 | 394,141 |
| 30000705 | Vehicle Program Specialist | 49,275 | 75,899 | 1.00 | 75,412 | 1.00 | 75,900 | 1.00 | 75,900 |
| 30001360 | Vehicle Services Administration Supvr | 69,285 | 92,498 | 1.00 | 80,013 | 1.00 | 83,294 | 1.00 | 83,294 |
| 30000710 | Vehicle Services Manager | 94,931 | 128,627 | 1.00 | 128,628 | 1.00 | 128,628 | 1.00 | 128,628 |

Internal Business Services

FTE Summary

City Support Services Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000123 | Welder | 56,243 | 62,920 | 2.00 | 125,832 | 2.00 | 125,832 | 2.00 | 125,832 |
| 30000480 | Workers Comp/Disability Analyst, Sr | 65,957 | 87,963 | 2.00 | 173,436 | 2.00 | 175,536 | 2.00 | 175,536 |
| 30000479 | Workers Compensation/Disability Analyst | 59,800 | 79,726 | 1.00 | 79,728 | 1.00 | 79,728 | 1.00 | 79,728 |
| TOTAL FULL-TIME POSITIONS | | | | 156.00 | 10,785,812 | 156.00 | 10,921,975 | 156.00 | 10,921,975 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000718 | Facilities Construction Project Manager | 69,285 | 92,498 | 1.00 | 79,224 | 1.00 | 81,663 | 1.00 | 81,663 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 0.00 | 0 | 1.00 | 69,288 | 0.00 | 0 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 0.00 | 0 | 0.00 | 0 | 1.80 | 80,928 |
| TOTAL LIMITED TERM POSITIONS | | | | 1.00 | 79,224 | 2.00 | 150,951 | 2.80 | 162,591 |
| GRAND TOTAL | | | | 157.00 | 10,865,036 | 158.00 | 11,072,926 | 158.80 | 11,084,566 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|-----------------|-------------------|--------------------|---------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 95,440,038 | 0 | 95,440,038 | 156.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | 0 | 9,786,925 | 9,786,925 | 0.00 | Portland Building reconstruction |
| | (212,017) | 0 | (212,017) | 0.00 | Reduce City Hall major maintenance by 5% and convert to interagency |
| | (104,088) | 0 | (104,088) | 0.00 | Reduce Jerome Sears operations and maintenance funding |
| | (538) | 0 | (538) | 0.00 | Reduce Yeon Building operations and maintenance funding |
| | (71,741) | 0 | (71,741) | 0.00 | Reduce Mayor's security and transfer to Mayor's Office budget |
| | (25,000) | 0 | (25,000) | 0.00 | Staff the Equitable Contracting and Purchasing Commission |
| | 20,000 | 0 | 20,000 | 0.00 | PSU/City Jasmine Block feasibility study |
| | 0 | 690,000 | 690,000 | 1.00 | Campsite services |
| | 250,000 | 112,000 | 362,000 | 0.00 | City Hall security improvements |
| | 75,044 | 0 | 75,044 | 0.00 | OMF interagency adjustments for data center and fuel stations |
| | 0 | 0 | 0 | 0.00 | Convert fuel station transfers to interagency |
| | 0 | (169) | (169) | 0.00 | Technical adjustment - Public Safety GO Bond |
| | 0 | (288) | (288) | 0.00 | Technical adjustment - Public Safety GO Bond |
| | 0 | 1,372,272 | 1,372,272 | 0.00 | PBOT IA increase |
| | 0 | 74,562 | 74,562 | 1.00 | Facilities Maintenance Technician |
| | 0 | 878,777 | 878,777 | 0.00 | Technical adjustments - CityFleet |
| | 0 | 239,290 | 239,290 | 0.00 | Technical adjustments - Printing and Distribution |
| | 0 | 3,692 | 3,692 | 0.00 | Technical adjustments - Risk Management |
| | 0 | (12,425) | (12,425) | 0.00 | Technical adjustments - Risk Management |
| Approved Budget Additions and Reductions | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | 0 | (836,886) | (836,886) | 0.00 | Reduce CIP funding for Jerome Sears ADA improvements and elevator installation |
| | 0 | 387,428 | 387,428 | 0.00 | Daycare center relocation project |
| | 0 | 4,519 | 4,519 | 0.00 | Technical adjustments |
| | 0 | 0 | 0 | 0.80 | Campsite Coordinator - adjustment for two 0.9 FTE positions |
| | (25,000) | 0 | (25,000) | 0.00 | Reduce interagency with Procurement for ECPC support |
| | 0 | 5,818 | 5,818 | 0.00 | Increase in Facilities-OMF IA to fund a portion of daycare center relocation |
| | (93,340) | 12,705,515 | 12,612,175 | 2.80 | Total FY 2016-17 Decision Packages |
| | | | 108,052,213 | 158.80 | Total Adopted Budget |

Bureau of Revenue & Financial Services

Overview

The Bureau of Revenue & Financial Services (BRFS) is comprised of six divisions: Accounting, Debt Management, Grants Management, Procurement, Treasury, and Revenue (program areas within Revenue include revenue collection, broadband and cable communications, and franchise management). Under the direction of the Chief Financial Officer, BRFS provides Citywide financial management services to City bureaus in addition to collecting City General Fund and other revenues that support a wide range of City programs and funding initiatives. BRFS serves as the SAP Finance and Logistics business process owner.

In addition to the financial management services described above, BRFS, through its Chief Financial Officer, provides strategic financial advice to the City Council on a wide range of financial issues, with specific focus on long-term financial health, fiscal indicators, and sustainability.

The FY 2016-17 budget reflects the BRFS organizational change of splitting Public Finance and Treasury into two separate divisions - Debt Management and Treasury. Both divisions report to the Chief Financial Officer.

Accounting

| | |
|---|---|
| Description | <p>Accounting provides centralized accounting and financial reporting and manages the City's accounting policies, systems, and processes. Program activities include:</p> <ul style="list-style-type: none"> ◆ Preparing financial reports, including the City's Comprehensive Annual Financial Report (CAFR), that comply with current accounting principles and regulatory requirements. ◆ Processing receivables, payments, and other accounting entries and general ledger adjustments. ◆ Ensuring City accounting operations result in accurate, complete, and timely information. ◆ Establishing and maintaining Citywide accounting standards, policies, and associated administrative rules. |
| Goals | <p>By maintaining a financially healthy City government, Accounting supports the City's goal to deliver efficient, effective, and accountable municipal services, in support of the following Office of Management & Finance goals:</p> <ul style="list-style-type: none"> ◆ Provide financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls. ◆ Provide streamlined business processes that are easy to understand, efficient, and ensure compliance. |
| Performance | <p>The FY 2014-15 CAFR received a clean audit opinion from the City's independent financial auditors. The report was submitted on time to the State of Oregon Audits Division and the Government Finance Officers Association (GFOA). In addition, the FY 2014-15 CAFR received the GFOA Certificate of Achievement for Excellence in Financial Reporting - the 35th consecutive year for the City.</p> <p>The Key Performance Measure showing the number of CAFR review audit deficiency comments from external auditors supports the OMF 2012-17 Strategic Plan theme of financial sustainability. Accounting is working with bureaus to assess controls in business processes using a new business partner model. This will help ensure awareness of potential issues in advance of year-end and allows Accounting to work with the bureaus to maintain effective controls and avoid audit deficiencies.</p> |
| Changes to Services and Activities | <p>Governmental accounting and reporting requirements and the City's accounting environment continue to grow in complexity. In FY 2015-16, the Accounting division coordinated implementation of complex new Government Accounting Standards Board (GASB) requirements, with several additional requirements on the horizon.</p> <p>During FY 2015-16, several CAFR processes were streamlined to save time in production. These process improvements enabled CAFR completion on December 1, which is 150 days after fiscal year end and 19 days earlier compared to prior years. Additional improvements are expected with a medium-term goal of CAFR production within 120 days after fiscal year-end. This goal is driven by increased</p> |

Bureau of Revenue & Financial Services

City Support Services Service Area

pressure from the Securities and Exchange Commission (SEC) and bond rating agencies for timelier reporting. If upgraded, the City's CAFR production software (CaseWare) can assist with this endeavor by simplifying the reporting process. As part of the FY 2016-17 budget, resources we reduced in this program, potentially impacting the near-term performance on this measure.

An organizational assessment of the Accounting division was conducted during FY 2014-15, resulting in the creation of two new accounting position specifications. A new Accounting Manager and two Accountant IV positions are expected to provide career progression paths and improve the line of succession in the accounting series. A new section in the division focusing on accounting systems, guidance, and training was also created.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 21.00 | 21.15 | 21.15 | 21.15 | 21.15 |
| Expenditures | | | | | |
| Accounting | 1,604,557 | 14,412 | 0 | 2,820,950 | 2,822,742 |
| Accounting Administration | 588,804 | 675,038 | 756,774 | 0 | 0 |
| Operational Accounting | 183,824 | 918,541 | 1,194,735 | 0 | 0 |
| Technical Accounting | 630,127 | 904,909 | 891,487 | 0 | 0 |
| Total Expenditures | 3,007,312 | 2,512,900 | 2,842,996 | 2,820,950 | 2,822,742 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Number of CAFR review audit deficiency comments from external auditors | 4 | 1 | 0 | 0 | 0 |
| Effectiveness | | | | | |
| Number of days CAFR is completed after fiscal year end | 173 | 169 | 150 | 135 | 150 |

Broadband and Cable Communications

| | |
|---|---|
| Description | <p>Broadband and Cable Communications, together with Franchise Management, champions public policy and technology investments for communications infrastructure to keep our local communities economically and culturally healthy. Staff will oversee implementation of Portland's Broadband Strategic Plan with a focus on fiber to the premise (FTTP) and digital equity. Staff also provides cable regulatory, consumer protection, and community grant services countywide through the Mt. Hood Cable Regulatory Commission (MHCRC) under an intergovernmental agreement in partnership with five other Multnomah County local governments. The MHCRC is a citizen body charged with implementing franchise public benefits in the local communities, overseeing the regulation and development of cable communications franchises, and protecting the public interest in accordance with federal, state, and local law. The program supports planning and funding of community uses of broadband and cable technology, responds to cable subscriber complaints, and provides oversight and funding for Portland Community Media and MetroEast Community Media.</p> |
| Goals | <p>Broadband and Cable Communications supports the City goals to deliver efficient, effective, and accountable municipal services and improve the quality of life in neighborhoods through championing the public interest in communications technology and associated government policies, and supports the Office of Management & Finance goals of:</p> <ul style="list-style-type: none"> ◆ Collaborating with stakeholders to eliminate barriers to equity. ◆ Developing a roadmap to effectively leverage technology. ◆ Promoting regional partnerships that create government efficiencies. ◆ Providing programs for a skilled and knowledgeable diverse workforce. |
| Performance | <p>Dedicated grant funds are awarded to nonprofits, schools, and local governments and represent a significant community investment. Broadband capacity and connectivity continue to reach critical sites, including public schools and libraries, using the Comcast Institutional Network (I-Net), which is connected to the City's Integrated Regional Network Enterprise (IRNE) system. Portland Community Media and MetroEast Community Media continue to excel in providing community programming, including live government meetings, accessibility, education, and training in community media. At the recommendation of the MHCRC, City Council approved a competitive cable franchise to CenturyLink, which is deploying FTTP in some areas of Portland.</p> |
| Changes to Services and Activities | <p>In FY 2016-17, this program will oversee implementation of Portland's Broadband Plan with a focus on FTTP and digital equity. The City adopted the multi-stakeholder Digital Equity Action Plan in FY 2015-16, and the FY 2016-17 budget includes an additional FTE and funding for implementation of the plan. The additional FTE is reflected in the Franchise Management budget.</p> <p>Staff will also manage the TechSmart Initiative for Student Success. The MHCRC plans to invest \$10 million in the first three years of the TechSmart Initiative with an additional \$11 million in funding available through 2021. TechSmart focuses on improving academic outcomes for all students and closing the achievement gap throughout Multnomah County</p> |

Bureau of Revenue & Financial Services

City Support Services Service Area

The FY 2016-17 budget reduces the grant to Portland Community Media.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 4.00 | 4.01 | 4.00 | 4.00 | 4.00 |
| Expenditures | | | | | |
| Cable Communications | 0 | 845,661 | 936,429 | 0 | 0 |
| MHCRC Admin Services | 462,887 | 677,750 | 898,587 | 880,802 | 880,802 |
| PEG | 81,865 | 0 | 0 | 0 | 0 |
| Portland Community Media | 0 | 0 | 0 | 840,557 | 840,557 |
| Total Expenditures | 544,752 | 1,523,411 | 1,835,016 | 1,721,359 | 1,721,359 |

Debt Management

| | |
|---|---|
| Description | Debt Management directs the City's debt program to ensure access to capital markets, handles post-debt issuance compliance and continuing disclosure, coordinates investor and rating agency relations, and provides financial analysis for special projects. The division's daily activities are critical to achievement of the City's corporate financial strategies, capital financing objectives, and compliance with federal and state laws and regulations including applicable Internal Revenue Service arbitrage rebate requirements. Debt Management is funded through interagency charges, only 11.60% of which are direct costs to the General Fund. All unspent interagency charges are returned to customer bureaus at year end. |
| Goals | <p>Through informed debt-related financing decisions, Debt Management supports the City goal of delivering efficient, effective, and accountable municipal services, and supports the Office of Management & Finance goals of:</p> <ul style="list-style-type: none"> • Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls. • Securing funding to support investments in City infrastructure. • Providing streamlined business processes that are easy to understand, efficient and ensure compliance. |
| Performance | <p>One indicator of Debt Management's performance is the City's Aaa unlimited tax general obligation (UTGO) bond rating. It is anticipated that the City will continue to retain its Aaa UTGO bond rating. This Key Performance Measure is in accordance with the OMF 2012-17 Strategic Plan theme of financial sustainability. Debt Management will continue to manage City financings to meet rating agency expectations of a Aaa-rated issuer through ongoing communications with rating agencies to identify emerging issues that may affect ratings.</p> <p>Debt Management provides City bureaus with timely access to capital markets to ensure that cost-effective funding options are available to implement capital improvement programs.</p> |
| Changes to Services and Activities | The FY 2016-17 budget reflects the BRFS organizational change of splitting Public Finance and Treasury into two separate divisions - Debt Management and Treasury. Both divisions report to the Chief Financial Officer. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 9.42 | 9.34 | 9.17 | 3.17 | 3.17 |
| Expenditures | | | | | |
| Debt Management | 1,118,237 | 1,113,942 | 850,012 | 752,751 | 752,751 |
| Treasury | 751,465 | 960,258 | 1,122,625 | 0 | 0 |
| Total Expenditures | 1,869,702 | 2,074,200 | 1,972,637 | 752,751 | 752,751 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |

Key Performance Measure

| | | | | | |
|---|---|---|---|---|---|
| City's unlimited tax General Obligation bond rating (1=Aaa) | 1 | 1 | 1 | 1 | 1 |
|---|---|---|---|---|---|

Franchise Management

| | |
|---|---|
| Description | Franchise Management, along with Broadband and Cable Communications, champions public policy and technology investments for communications and utility infrastructure to keep the local communities economically and culturally healthy. Staff negotiates and administers franchise agreements and pursues revenue opportunities arising from its authority to manage the long term use of public rights-of-way and levy taxes and fees. The program generates about \$82 million annually. In addition, staff manages and reviews applications by wireless carriers for siting in the public right-of-way. Franchise compliance represents a significant component of the program and includes audits, collections, litigation, and advocacy at the state and federal level to maintain municipal authority to manage its rights-of-way. |
| Goals | <p>Franchise Management supports the City goals to deliver efficient, effective, and accountable municipal services and improve the quality of life in neighborhoods by providing vision, oversight and planning expertise for the community's technology and broadband infrastructure initiatives, and supports the Office of Management & Finance goals of:</p> <ul style="list-style-type: none">◆ Providing streamlined business processes that are easy to understand, efficient, and ensure compliance.◆ Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.◆ Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet citywide business needs.◆ Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure.◆ Maximizing value to the community by promoting regional partnerships that create government efficiencies.◆ Leading Citywide initiatives that help bureaus plan for and adopt to a changing workforce. |
| Performance | Franchise Management administers approximately 55 franchises and 110 utility licensees. Staff will collect more than \$80 million in General Fund revenue. The program continues to advocate and protect Portland's authority to manage the public rights-of-way, including for collecting fair compensation from utilities and telecommunications companies seeking to use this public resource for their businesses. |
| Changes to Services and Activities | A new database (PSCD module of SAP) went live in August 2015 and improvements and discussion on next phases of implementation are ongoing. Substantial regulatory and process requirements improvements are in progress for carriers' proposals to site wireless equipment in the right-of-way. The FY 2015-16 budget added a limited term position to the audit section to perform additional audits on franchise agreements, and the FY 2016-17 budget includes a second year of funding to continue this position. The FY 2016-17 budget includes a \$21,181 reduction, eliminating resources to assist in addressing backlogged utility franchise negotiations and implementing potential new Federal Communications Commission (FCC) rules. |

Bureau of Revenue & Financial Services

City Support Services Service Area

As noted in the Broadband and Cable Communications section, an additional FTE for Digital Equity Inclusion Plan implementation is included in Franchise Management's budget.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 4.90 | 3.99 | 5.00 | 6.00 | 6.00 |
| Expenditures | | | | | |
| Franchise Management | 1,663,671 | 674,715 | 733,694 | 911,943 | 911,943 |
| Total Expenditures | 1,663,671 | 674,715 | 733,694 | 911,943 | 911,943 |

Grants Management

Description

Grants Management provides services and guidance to all City bureaus receiving grants by ensuring compliance with all regulations and requirements. Staff serve as the City's point of contact with federal, state, and private grantors. The program minimizes potential financial liability Citywide by ensuring only allowable costs are charged to grants.

Grants Management assists bureau staff in preparing and submitting grant applications, grant ordinances, and acts as a general technical resource for bureaus' grant writers. Staff maintain grant information in SAP, submit expenses to grantors for reimbursement, and prepare required grant financial reports.

As part of the City's annual auditing process, Grants Management prepares the required annual Schedule of Expenditures of Federal Awards (SEFA).

Goals

By contributing to a financially sound City government, Grants Management supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- ◆ Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- ◆ Providing streamlined business processes that are easy to understand, efficient and ensure compliance, even in a changing regulatory environment.
- ◆ Delivering business solutions that address customer needs and interests.
- ◆ Maximizing value to the community by promoting regional partnerships that create government efficiencies.

Performance

Grants Management reported \$35,400,134 in federal expenditures in the 2014 Single Audit with no federal award findings or questioned costs.

Changes to Services and Activities

The FY 2016-17 budget adds a position and funding to manage Special Appropriations Grants to outside organizations.

Funding for trainings previously sponsored by Grants to provide updated federal, state, and local guidelines and requirements to grant recipients was reduced in this budget.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--------------------------------|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 0.00 | 4.07 | 4.17 | 5.17 | 5.17 |
| Expenditures | | | | | |
| Grants Management | (1,283) | 30,575 | 636,343 | 723,320 | 723,673 |
| Total Expenditures | (1,283) | 30,575 | 636,343 | 723,320 | 723,673 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Number of grant audit findings | 2 | 0 | 0 | 0 | 0 |

Procurement

| | |
|---|---|
| Description | <p>Procurement procures supplies, materials, equipment, and services in a timely, efficient, and effective manner consistent with the quality necessary for the proper operations of City bureaus and in compliance with applicable laws, regulations, and City policies. Procurement provides leadership, policy development, oversight, and management of the City's procurement and contracting processes that ensure equity and sustainability when public funds are used. In FY 2014-15, the City entered into contracts exceeding \$201.1 million in value. Procurement has been charged by City Council to implement the initiatives outlined in the Social Equity Contracting Strategy with specific focus on increasing the capacity of minority and women-owned businesses and to further develop workforce diversity on City construction contracts.</p> |
| Goals | <p>Federal and state laws, City Code, and Council directives mandate the services and oversight functions provided by Procurement. Activities link to all City goals and further support the following Office of Management & Finance goals:</p> <ul style="list-style-type: none"> ◆ Providing contracting expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls. ◆ Maximizing value to the community by promoting regional partnerships that create government efficiencies. ◆ Developing business processes and programs that support the City's sustainability and equity contracting goals. ◆ Providing streamlined business processes that are easy to understand, efficient and ensure compliance by collaborating with stakeholders to identify and eliminate barriers. |
| Performance | <p>In 2015, Procurement was awarded the Achievement of Excellence in Procurement award from the National Purchasing Institute recognizing exceptional performance in governmental contracting and the Robert Phillips Regional Diversity Award recognizing extraordinary achievement in championing diversity. A successful implementation of an electronic bidding and contract tracking system went live in May 2015, creating efficiencies for staff by maintaining data in one system rather than three.</p> <p>The Key Performance Measure that reports percent of all subcontracting dollars awarded to minority-owned, women-owned, and emerging small businesses (MWESB) subcontractors for construction and professional services contracts supports the Portland Plan's framework for equity. Procurement strives to address equitable outcomes for construction and professional services subcontracting. A new subcontractor equity program for low bid City construction projects was developed, and a pilot project for on-call services is being developed with the Portland Bureau of Transportation.</p> |
| Changes to Services and Activities | <p>Procurement will begin transitioning to an updated contract compliance system that will allow contractors to enter required information directly into the system. This will also aid in gathering and reporting vital data for workforce and MWESB utilization. The focus in FY 2015-16 is on mapping business processes, developing system requirements, contracting, and implementation. The new system is anticipated to go live in the first part of FY 2016-17.</p> |

Bureau of Revenue & Financial Services

City Support Services Service Area

The FY 2016-17 budget eliminates support for the Mentor Protege and the Prime Contractor Residential Housing programs, reduces support for the Prime Contractor Development program, and reduces sponsorships as part of the We are Better Together program.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 37.92 | 39.17 | 40.17 | 40.17 | 40.17 |
| Expenditures | | | | | |
| Outside Services | 347,292 | 300,968 | 390,918 | 405,085 | 405,085 |
| Procurement | 177,373 | 180,049 | 0 | 0 | 0 |
| Procurement Services | 3,847,628 | 4,731,812 | 5,648,033 | 5,308,570 | 5,286,939 |
| Total Expenditures | 4,372,293 | 5,212,829 | 6,038,951 | 5,713,655 | 5,692,024 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of all subcontract dollars awarded to Minority, Women, and Emerging Small Businesses subs for construction and professional services contracts | 35% | 30% | 30% | 30% | 30% |
| Effectiveness | | | | | |
| Percentage of apprenticeship hours worked on City contracts | 20% | 16% | 20% | 20% | 20% |
| Percentage of minority and women hours worked on City construction contracts | 27% | 26% | 27% | 27% | 27% |
| Number of prime contracts awarded to Minority, Women, and Emerging Small Businesses contractors | 128 | 144 | 140 | 145 | 145 |

Revenue Collection

| | |
|---|--|
| Description | Revenue Collection provides centralized revenue collection in support of all City bureaus and programs, as well as collection and administrative support for the business income tax, transient lodgings tax, tourism improvement and enhanced services districts, special assessment liens, and the utility billing system. In FY 2016-17, the program will collect approximately 26% of all General Fund revenues (less beginning balance and fund transfers), second only to property taxes. |
| Goals | <p>Through collection of funds to administer essential City services, Revenue Collection supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:</p> <ul style="list-style-type: none"> ◆ Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls. ◆ Delivering business solutions that take into account customer needs and interests. ◆ Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis, and communication. ◆ Providing streamlined business processes that are easy to understand, efficient, and ensure compliance, and collaborating with stakeholders to identify and eliminate barriers within OMF processes and procedures to provide equitable access to City services and opportunities. |
| Performance | <p>Revenue Collection continues to identify new revenue sources, enhance collection efforts, and improve the use of technology to complete work more efficiently. Revenue Collection employees will collect more than \$275 million and support the collection of an additional \$400 million for other City bureaus during FY 2015-16. The program tracks cost per dollar collected, as well as the estimated business tax gap to ensure that collection efforts remain as high as possible.</p> <p>The Key Performance Measure that reports the business license tax gap is in accordance with the Portland Plan's Economic Prosperity and Affordability section. The tax gap will always be a positive number because no tax collection agency collects every dollar owed. With the receipt of Internal Revenue Service (IRS) federal taxpayer information in 2015 and beyond, Revenue Collection expects to review and potentially revise its current tax gap computation methodology.</p> |
| Changes to Services and Activities | A full-time position to support the direct exchange of taxpayer information with the IRS was included in the FY 2015-16 Adopted Budget with one-time General Fund resources. The IRS requires this position to oversee safeguards, auditing, training, and access controls put in place to monitor the exchange of taxpayer data. This is a first step toward a program that will substantially reduce the tax filing burden for tax payers, increase compliance with local income taxes, and improve tax collections for the City. The FY 2016-17 budget adds 2.0 FTE and related BTS costs associated with the IRS Government Liaison Data Exchange Program. The budget also adds 2.0 FTE to support revenue collection, one of which is an extension of a limited term position. |

Bureau of Revenue & Financial Services

City Support Services Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 60.80 | 60.17 | 61.17 | 64.17 | 64.17 |
| Expenditures | | | | | |
| Business Solutions | 2,850,736 | 2,900,339 | 3,390,975 | 3,515,262 | 3,515,262 |
| License and Tax | 29,892,976 | 34,541,526 | 40,111,366 | 41,760,396 | 41,760,396 |
| Operations | 1,377,039 | 1,400,149 | 1,695,874 | 1,602,682 | 1,602,682 |
| Total Expenditures | 34,120,751 | 38,842,014 | 45,198,215 | 46,878,340 | 46,878,340 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Business License Tax Gap – estimated difference between business taxes paid/owed (in millions) | \$7.16 | \$5.22 | \$5.00 | \$5.80 | \$4.80 |
| Efficiency | | | | | |
| Cost per dollar collected by Revenue division (all programs) | \$0.0240 | \$0.0200 | \$0.0210 | \$0.0220 | \$0.0210 |

Treasury

| | |
|---|--|
| Description | <p>Treasury manages the City's daily cash position, develops and executes the investment strategy for all of the City's cash funds, manages the City's banking and merchant service relationships, and negotiates and manages all banking, custodial fees, and merchant service agreements.</p> <p>Treasury's daily activities are critical to achievement of the City's corporate financial strategies, compliance with Payment Card Industry standards, and compliance with federal and state laws and regulations. Treasury is a net revenue producing operation to the City and distributes investment portfolio earnings, net of expenses, to all City funds with balances including the General Fund.</p> |
| Goals | <p>Through efficient corporate cash management processes, and prudent management of the City's investment portfolio, Treasury supports the City goal of delivering efficient, effective, and accountable municipal services, and supports the Office of Management & Finance goals of:</p> <ul style="list-style-type: none"> ◆ Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs. ◆ Providing streamlined business processes that are easy to understand, efficient and ensure compliance. |
| Performance | <p>Treasury's performance is measured by the rate of return attained on the City's investment portfolio. While it is anticipated that the investment portfolio's rate of return will outperform the portfolios performance benchmark, the rate of return will not be as robust as in prior years given that U.S. interest rates remain historically low. City Council policy decisions, such as the Do-Not-Buy List of corporate debt securities and socially responsible investment initiatives, can also impact earnings.</p> <p>Treasury assists all City bureaus with cash management and merchant operations and contributes to the City's financial sustainability by securing and prudently investing the City's cash assets and distributing net portfolio earnings to all City funds.</p> |
| Changes to Services and Activities | <p>The City Treasurer will continue to provide financial expertise to the Council appointed Socially Responsible Investments Committee (SRIC). To support the SRIC, funding for research about social and values-based investing is included in the FY 2016-17 budget.</p> <p>The FY 2016-17 budget also reflects the organizational change of splitting Public Finance and Treasury into two separate divisions - Debt Management and Treasury. Both divisions report to the Chief Financial Officer.</p> |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 0.00 | 0.00 | 0.17 | 6.17 | 6.17 |
| Expenditures | | | | | |
| Treasury | 0 | 0 | 0 | 1,390,470 | 1,390,470 |
| Treasury Operations | 8,626 | 8,626 | 0 | 0 | 0 |
| Total Expenditures | 8,626 | 8,626 | 0 | 1,390,470 | 1,390,470 |

Bureau of Revenue & Financial Services

City Support Services Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effectiveness | | | | | |
| Investment portfolio yield - % of benchmark | 301% | 232% | 125% | 100% | 100% |

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|------------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Taxes | 19,807,305 | 25,287,806 | 29,317,500 | 29,763,000 | 29,763,000 |
| Licenses & Permits | 6,414,510 | 5,288,533 | 5,378,215 | 5,643,450 | 5,643,450 |
| Charges for Services | 39,591 | 73,603 | 74,743 | 54,500 | 54,500 |
| Intergovernmental | 2,042,706 | 2,271,955 | 2,607,383 | 2,609,370 | 2,609,370 |
| Miscellaneous | 1,014,946 | 1,284,754 | 1,425,921 | 1,540,604 | 1,540,604 |
| Total External Revenues | 29,319,058 | 34,206,651 | 38,803,762 | 39,610,924 | 39,610,924 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 7,377,247 | 8,355,236 | 10,103,472 | 10,244,263 | 10,235,389 |
| General Fund Overhead | 4,874,980 | 4,509,494 | 4,824,545 | 4,778,654 | 4,768,042 |
| Fund Transfers - Revenue | 29,910 | 108 | 0 | 0 | 0 |
| Interagency Revenue | 5,061,730 | 5,422,458 | 5,683,889 | 5,789,229 | 5,789,229 |
| Total Internal Revenues | 17,343,867 | 18,287,296 | 20,611,906 | 20,812,146 | 20,792,660 |
| Beginning Fund Balance | 7,481,565 | 6,655,560 | 7,735,415 | 6,625,196 | 6,625,196 |
| Total Resources | \$54,144,490 | \$59,149,507 | \$67,151,083 | \$67,048,266 | \$67,028,780 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 14,767,366 | 14,562,682 | 16,077,868 | 17,225,551 | 17,225,551 |
| External Materials and Services | 27,800,139 | 31,782,800 | 37,706,825 | 38,267,005 | 38,266,987 |
| Internal Materials and Services | 4,782,079 | 4,985,747 | 5,473,159 | 5,420,232 | 5,400,764 |
| Total Bureau Expenditures | 47,349,584 | 51,331,229 | 59,257,852 | 60,912,788 | 60,893,302 |
| Fund Expenditures | | | | | |
| Contingency | 0 | 0 | 7,818,231 | 6,060,478 | 6,060,478 |
| Fund Transfers - Expense | 56,120 | 75,000 | 75,000 | 75,000 | 75,000 |
| Total Fund Expenditures | 56,120 | 75,000 | 7,893,231 | 6,135,478 | 6,135,478 |
| Ending Fund Balance | 6,655,560 | 7,743,277 | 0 | 0 | 0 |
| Total Requirements | \$54,061,264 | \$59,149,506 | \$67,151,083 | \$67,048,266 | \$67,028,780 |
| Programs | | | | | |
| Accounting | 3,007,312 | 2,512,900 | 2,842,996 | 2,820,950 | 2,822,742 |
| Administration & Support | (28,826) | 107,788 | 0 | 0 | 0 |
| Broadband and Cable Communications | 544,752 | 1,523,411 | 1,835,016 | 1,721,359 | 1,721,359 |
| Budget & Economics | 2 | 0 | 0 | 0 | 0 |
| Debt Management | 1,869,702 | 2,074,200 | 1,972,637 | 752,751 | 752,751 |
| Debt Management | 6,581 | 6,405 | 0 | 0 | 0 |
| Franchise Management | 1,663,671 | 674,715 | 733,694 | 911,943 | 911,943 |
| Grants Management | (1,283) | 30,575 | 636,343 | 723,320 | 723,673 |
| Outside Services | 196,157 | 142,407 | 0 | 0 | 0 |
| Procurement | 4,372,293 | 5,212,829 | 6,038,951 | 5,713,655 | 5,692,024 |
| Regulatory | 1,589,846 | 195,359 | 0 | 0 | 0 |
| Revenue Collection | 34,120,751 | 38,842,014 | 45,198,215 | 46,878,340 | 46,878,340 |
| Treasury | 8,626 | 8,626 | 0 | 1,390,470 | 1,390,470 |
| Total Programs | 47,349,584 | \$51,331,229 | \$59,257,852 | \$60,912,788 | \$60,893,302 |

Bureau of Revenue & Financial Services

FTE Summary

City Support Services Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|---------------------------------------|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000063 | Accountant II | 54,371 | 68,453 | 4.00 | 244,632 | 4.00 | 250,402 | 4.00 | 250,402 |
| 30000064 | Accountant III | 59,862 | 75,296 | 12.00 | 847,123 | 12.00 | 880,579 | 12.00 | 880,579 |
| 30000559 | Accountant, Assistant Systems | 49,275 | 75,899 | 1.00 | 65,814 | 1.00 | 68,508 | 1.00 | 68,508 |
| 30000560 | Accountant, Systems | 62,795 | 83,720 | 1.00 | 83,724 | 1.00 | 83,724 | 1.00 | 83,724 |
| 30000564 | Accounting Compliance Manager | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30000562 | Accounting Supervisor, Sr | 69,285 | 92,498 | 2.00 | 169,728 | 2.00 | 172,368 | 2.00 | 172,368 |
| 30000061 | Accounting Technician | 34,445 | 49,462 | 1.00 | 49,464 | 1.00 | 49,464 | 1.00 | 49,464 |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 3.00 | 188,796 | 3.00 | 194,821 | 3.00 | 194,821 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 1.00 | 66,004 | 1.00 | 68,642 | 1.00 | 68,642 |
| 30000441 | Business Operations Manager | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000448 | Business Systems Analyst | 62,795 | 83,720 | 4.00 | 328,640 | 4.00 | 331,808 | 4.00 | 331,808 |
| 30000447 | Business Systems Analyst, Assistant | 49,275 | 75,899 | 2.00 | 105,840 | 2.00 | 108,162 | 2.00 | 108,162 |
| 30000449 | Business Systems Analyst, Sr | 69,285 | 92,498 | 2.00 | 184,992 | 2.00 | 184,992 | 2.00 | 184,992 |
| 30001208 | Chief Procurement Officer | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000704 | Community Technology Manager | 88,275 | 117,562 | 1.00 | 117,564 | 1.00 | 117,564 | 1.00 | 117,564 |
| 30000703 | Community Technology Program Mgr | 72,800 | 97,386 | 2.00 | 181,439 | 2.00 | 184,888 | 2.00 | 184,888 |
| 30000470 | Contractor Dev Program Coordinator | 69,285 | 92,498 | 2.00 | 175,176 | 2.00 | 178,680 | 2.00 | 178,680 |
| 30000469 | Contracts Compliance Specialist | 62,795 | 83,720 | 5.00 | 376,788 | 5.00 | 383,766 | 5.00 | 383,766 |
| 30000563 | Controller | 101,962 | 142,397 | 1.00 | 134,536 | 1.00 | 139,576 | 1.00 | 139,576 |
| 30000573 | Debt Analyst, Principal | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000572 | Debt Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000574 | Debt Manager | 101,962 | 142,397 | 1.00 | 101,964 | 1.00 | 101,964 | 1.00 | 101,964 |
| 30000567 | Financial Analyst | 62,795 | 83,720 | 2.00 | 164,532 | 3.00 | 230,244 | 3.00 | 230,244 |
| 30000569 | Financial Analyst, Principal | 82,098 | 109,346 | 1.00 | 108,096 | 1.00 | 109,240 | 1.00 | 109,240 |
| 30000568 | Financial Analyst, Sr | 69,285 | 92,498 | 2.00 | 176,220 | 2.00 | 179,652 | 2.00 | 179,652 |
| 30000856 | Investment Officer | 88,275 | 117,562 | 1.00 | 117,564 | 1.00 | 117,564 | 1.00 | 117,564 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,474 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000450 | Management Assistant | 49,275 | 75,899 | 3.00 | 202,910 | 3.00 | 210,631 | 3.00 | 210,631 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 1.00 | 49,464 | 1.00 | 49,464 | 1.00 | 49,464 |
| 30000059 | Procurement Specialist | 51,958 | 65,395 | 4.00 | 234,720 | 4.00 | 234,720 | 4.00 | 234,720 |
| 30000058 | Procurement Specialist, Assistant | 43,389 | 54,496 | 5.00 | 248,792 | 5.00 | 254,800 | 5.00 | 254,800 |
| 30000060 | Procurement Specialist, Sr | 61,194 | 79,914 | 6.00 | 461,436 | 6.00 | 471,294 | 6.00 | 471,294 |
| 30000471 | Procurement Supervisor | 69,285 | 92,498 | 4.00 | 361,156 | 4.00 | 367,246 | 4.00 | 367,246 |
| 30000464 | Program Coordinator | 65,957 | 87,963 | 6.00 | 452,763 | 7.00 | 542,155 | 7.00 | 542,155 |
| 30000465 | Program Manager | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000466 | Program Manager, Sr | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000463 | Program Specialist | 59,800 | 79,726 | 2.00 | 159,069 | 2.00 | 159,456 | 2.00 | 159,456 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 1.00 | 49,948 | 1.00 | 52,000 | 1.00 | 52,000 |
| 30000473 | Purchasing Manager | 88,275 | 117,562 | 1.00 | 116,064 | 1.00 | 117,064 | 1.00 | 117,064 |
| 30000190 | Regulatory Program Administrator | 66,498 | 82,243 | 1.00 | 82,248 | 1.00 | 82,248 | 1.00 | 82,248 |
| 30002183 | Revenue & Financial Services Director | 126,131 | 180,752 | 1.00 | 180,756 | 1.00 | 180,756 | 1.00 | 180,756 |
| 30000191 | Revenue & Tax Specialist I | 36,962 | 49,462 | 3.00 | 135,888 | 3.00 | 148,392 | 3.00 | 148,392 |
| 30000192 | Revenue & Tax Specialist II | 44,262 | 54,662 | 12.00 | 587,981 | 12.00 | 605,795 | 12.00 | 605,795 |
| 30000193 | Revenue & Tax Specialist III | 46,259 | 61,256 | 5.00 | 258,103 | 6.00 | 315,621 | 6.00 | 315,621 |
| 30000194 | Revenue & Tax Specialist IV | 50,232 | 65,333 | 9.00 | 554,355 | 10.00 | 619,346 | 10.00 | 619,346 |
| 30000196 | Revenue & Tax Specialist V | 54,184 | 70,200 | 3.00 | 208,536 | 3.00 | 210,600 | 3.00 | 210,600 |
| 30000404 | Revenue Auditor | 62,795 | 83,720 | 3.00 | 204,756 | 3.00 | 213,525 | 3.00 | 213,525 |
| 30000405 | Revenue Auditor, Sr | 69,285 | 92,498 | 3.00 | 277,488 | 3.00 | 277,488 | 3.00 | 277,488 |
| 30000413 | Revenue Bureau Director | 112,195 | 160,618 | 1.00 | 160,620 | 1.00 | 160,620 | 1.00 | 160,620 |
| 30000588 | Tax Division Manager | 88,275 | 117,562 | 1.00 | 117,564 | 1.00 | 117,564 | 1.00 | 117,564 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---------------------------------------|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000587 | Tax Supervisor | 69,285 | 92,498 | 2.00 | 184,992 | 2.00 | 184,992 | 2.00 | 184,992 |
| 30000457 | Technology Svcs Contracts Coordinator | 65,957 | 87,963 | 1.00 | 87,960 | 1.00 | 87,960 | 1.00 | 87,960 |
| 30000531 | Training & Development Analyst | 62,795 | 83,720 | 1.00 | 65,916 | 1.00 | 67,941 | 1.00 | 67,941 |
| 30000580 | Treasurer, City | 112,195 | 160,618 | 1.00 | 152,732 | 1.00 | 158,108 | 1.00 | 158,108 |
| 30000581 | Treasury Analyst | 62,795 | 83,720 | 1.00 | 75,010 | 1.00 | 78,087 | 1.00 | 78,087 |
| 30001358 | Treasury Analyst, Principal | 76,294 | 102,544 | 1.00 | 102,540 | 1.00 | 102,540 | 1.00 | 102,540 |
| 30001083 | Treasury Analyst, Sr | 69,285 | 92,498 | 1.00 | 81,264 | 1.00 | 84,600 | 1.00 | 84,600 |
| TOTAL FULL-TIME POSITIONS | | | | 142.00 | 10,694,097 | 146.00 | 11,142,073 | 146.00 | 11,142,073 |
| 30000194 | Revenue & Tax Specialist IV | 50,232 | 65,333 | 0.50 | 32,664 | 0.50 | 32,664 | 0.50 | 32,664 |
| 30000404 | Revenue Auditor | 62,795 | 83,720 | 0.50 | 32,976 | 0.50 | 34,056 | 0.50 | 34,056 |
| TOTAL PART-TIME POSITIONS | | | | 1.00 | 65,640 | 1.00 | 66,720 | 1.00 | 66,720 |
| 30000448 | Business Systems Analyst | 62,795 | 83,720 | 0.00 | 0 | 1.00 | 62,796 | 1.00 | 62,796 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 1.00 | 86,760 | 1.00 | 69,288 | 1.00 | 69,288 |
| 30000404 | Revenue Auditor | 62,795 | 83,720 | 1.00 | 65,952 | 1.00 | 65,004 | 1.00 | 65,004 |
| TOTAL LIMITED TERM POSITIONS | | | | 2.00 | 152,712 | 3.00 | 197,088 | 3.00 | 197,088 |
| GRAND TOTAL | | | | 145.00 | 10,912,449 | 150.00 | 11,405,881 | 150.00 | 11,405,881 |

City Support Services Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|------------------|------------------|-------------------|---------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 60,273,666 | 0 | 60,273,666 | 143.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | (17,895) | 0 | (17,895) | 0.00 | Reduce grants training |
| | (123,216) | 0 | (123,216) | 0.00 | Reduce software replacement |
| | (149,000) | 0 | (149,000) | 0.00 | Reduce PCDP and MEP programs |
| | (146,760) | 0 | (146,760) | 0.00 | Reduce CAFR efficiency initiatives |
| | (17,497) | 0 | (17,497) | 0.00 | Target true-up for EBS Costs |
| | 25,000 | 0 | 25,000 | 0.00 | Staff for ECPC |
| | 40,000 | 0 | 40,000 | 0.00 | Socially responsible investment research |
| | (21,181) | 0 | (21,181) | 0.00 | Reduce utility franchise/wireless support |
| | (44,240) | 0 | (44,240) | 0.00 | Reduce Portland Community Media contract |
| | 180,030 | 102,150 | 282,180 | 3.00 | Revenue collection enhancements |
| | 0 | 450,004 | 450,004 | 2.00 | IRS data exchange |
| | 142,258 | 0 | 142,258 | 1.00 | Digital Equity Action Plan implementation |
| | (640,050) | 640,050 | 0 | 0.00 | PSSRP reallocated base - ongoing to one-time |
| | 92,514 | 0 | 92,514 | 1.00 | Manage Special Appropriations grants |
| | 0 | (102) | (102) | 0.00 | OMF interagency balancing |
| | 0 | 52,665 | 52,665 | 0.00 | Spring BMP carryover |
| | 1,959 | (1,959) | 0 | 0.00 | Radio replacement set-aside |
| | 74,392 | 0 | 74,392 | 0.00 | Technical adjustments |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 5,514 | 5,514 | 0.00 | OMF IA adjustments for daycare center relocation |
| | (25,000) | 0 | (25,000) | 0.00 | Transfer ECPC support to OEHR |
| | (628,686) | 1,248,322 | 619,636 | 7.00 | Total FY 2016-17 Decision Packages |
| | | | 60,893,302 | 150.00 | Total Adopted Budget |

Bureau of Technology Services

Overview

The Bureau of Technology Services (BTS) is responsible for management, policy setting, strategic planning, and leadership in the use of computer, radio, and telecommunications technologies to support the delivery of effective government services to the City of Portland and its regional partners.

In FY 2015-16, BTS and the Enterprise Business Solution division merged their project intake process to streamline this function for bureaus.

In FY 2016-17, BTS will revisit the current five-year Strategic Plan to better align with the Portland Building Reconstruction project and the Data Center Move project, as well as to better address customer business needs for mobility and cloud computing solutions.

BTS will work with the newly formed Technology Executive Steering Committee to propose an enterprise approach to meet bureau business needs.

Administration & Support

Description Administration & Support delivers efficient and effective ordering, storekeeping, budget development, and administrative services, including the Bureau Director's Office. The Technology Services Director plans, organizes, integrates, and directs the organization, financial management, administration, personnel, and operations of the bureau. Administration & Support executes streamlined processes to deliver timely and efficient technology product orders; delivers consistent and effective administrative services including bureau policy development, timekeeping, payroll, and personnel administration; maintains effective inventory controls; and provides budget coordination with staff from OMF Business Operations.

Goals By setting Citywide policy that governs the use of technology resources, the Administration & Support program supports the City's goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- ◆ Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs.
- ◆ Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure.
- ◆ Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- ◆ Creating and sustaining a workplace within OMF that promotes a balance between employee innovation, accountability and business needs.

Performance Administration & Support performance focuses on the reliability of personal computer order fulfillment of four days from order to installation and the consistently strong program service rating as part of the BTS Customer Survey. This customer survey metric is displayed as part of the Customer Relations program narrative.

Changes to Services and Activities In FY 2016-17, Administration & Support will continue to work in conjunction with its OMF partners to plan for the Portland Building Reconstruction project and the Data Center Move project. Additionally, the Technology Services Director will work with the customer bureaus to ensure mobility and cloud services needs are addressed within the FY 2016-21 BTS Strategic Plan.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 12.00 | 12.00 | 12.00 | 12.00 | 12.00 |
| Expenditures | | | | | |
| Administration | 8,750,570 | 8,838,806 | 3,456,074 | 3,483,360 | 3,496,952 |
| Stores & Order Fulfillment | (371,688) | 28,213 | 0 | 0 | 0 |
| Total Expenditures | 8,378,882 | 8,867,019 | 3,456,074 | 3,483,360 | 3,496,952 |

Technology Services

City Support Services Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effectiveness | | | | | |
| Number of days elapsed from ordering a new desktop PC to installation | 4 | 4 | 4 | 4 | 4 |

Business Solutions

Description Business Solutions develops and supports corporate-wide and bureau-specific business applications and services, advances e-government and e-commerce initiatives that address internal and public needs, geographic information systems (GIS) services, and SAP technical support. Key responsibilities are to provide Citywide application development, implementation, and support; to develop and maintain the Bureau of Technology Services strategic plan and technology roadmap; to engineer new technology solutions to meet bureau business needs; and to provide oversight for any outsourced application development and selection of all third party applications and services.

Goals Through the development and delivery of innovative services that allow customers to meet business objectives, the Business Solutions program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:

- ◆ Delivering business solutions that take into account customer needs and interests.
- ◆ Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs.
- ◆ Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.
- ◆ Creating and sustaining a workplace within OMF that promotes a balance between employee innovation, accountability, and business needs.
- ◆ Providing streamlined business processes that are easy to understand, efficient, and ensure compliance.

Performance Performance of this program is measured by the online payment revenue generated through electronic payment methods supported by Business Solutions.

Changes to Services and Activities Key initiatives for FY 2016-17 include the implementation of Mobile Data Application platform, which will better allow the deployment of applications to mobile device users and the creation of a Citywide Cloud application strategy. Additionally, Business Solutions will continue its execution of the GIS Plan.

The FY 2016-17 Adopted Budget includes the addition of a Vertical Applications Analyst to support the Information Technology Advancement Project (ITAP) system. The position is funded by the Bureau of Development Services.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 55.90 | 57.63 | 58.90 | 59.63 | 59.63 |
| Expenditures | | | | | |
| Business Solutions | 8,151,718 | 7,003,296 | 10,211,164 | 9,995,442 | 9,995,442 |
| Vertical Applications | 333,096 | 803,729 | 0 | 0 | 0 |
| Total Expenditures | 8,484,814 | 7,807,025 | 10,211,164 | 9,995,442 | 9,995,442 |

Communications

| | |
|---|---|
| Description | Communications maintains a robust public safety radio and emergency dispatch system, telecommunications activities, video surveillance, and network environments. The responsibilities of the Communications program are to rapidly respond to and resolve all voice, radio, dispatch technology, and network support issues and to effectively engineer and maintain the City's communications systems and networks including the Integrated Regional Network Enterprise (IRNE) and Institutional Network (I-Net) serving government agencies throughout Multnomah County. |
| Goals | <p>By supporting the City and regional mission-critical voice and data communications needs, the Communications program supports the City's goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:</p> <ul style="list-style-type: none"> ◆ Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs. ◆ Maximizing value to the community by promoting regional partnerships that create government efficiencies. ◆ Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure. ◆ Creating and sustaining a workplace within OMF that promotes a balance between employee innovation, accountability, and business needs. ◆ Marketing OMF services effectively to customers. |
| Performance | <p>Communications is primarily focused on the reliability and availability of critical network and communications systems with availability comparable to public and private industry best practices and standards.</p> <p>The key performance measure reporting percent of network availability supports the OMF 2012-17 Strategic Plan theme of Operational Excellence. Maintaining a high network availability value assures a reliable system for bureau customers and stakeholders. BTS will continue to exceed the network availability target by continuing to invest in a sound, reliable, and secure network infrastructure.</p> |
| Changes to Services and Activities | The key focus for FY 2016-17 continues to be the replacement and ongoing sustainment of the City's analog public safety radio system. The system received a majority of funding through a voter-approved General Obligation bond in November 2010 and is scheduled to go live in 2016. In FY 2016-17, the Communications program will begin work on a major migration of the City's voice system platform and will complete the replacement of the City's Telecommunications Management System. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 40.00 | 40.00 | 42.00 | 41.00 | 41.00 |
| Expenditures | | | | | |
| Communications | 9,896,052 | 12,155,387 | 19,484,401 | 18,328,327 | 18,220,689 |
| Total Expenditures | 9,896,052 | 12,155,387 | 19,484,401 | 18,328,327 | 18,220,689 |

Technology Services

City Support Services Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Percentage availability of network excluding scheduled maintenance | 99.96% | 99.96% | 99.96% | 99.96% | 99.96% |
| Effectiveness | | | | | |
| Percentage uptime for phone switch | 99.99% | 99.99% | 99.99% | 99.99% | 99.99% |
| Percentage of time radio system operated without failure | 99.99% | 99.92% | 99.99% | 99.99% | 99.99% |
| Percentage Internet availability | 99.99% | 99.99% | 99.99% | 99.99% | 99.99% |

Customer Relations

| | |
|---|--|
| Description | Customer Relations develops solutions and service level agreements aligned with bureau business needs. The program is responsible for understanding customer business needs and key challenges, gathering business requirements, and collaboratively developing technology workplans in concert with the annual budget process. Customer Relations provides transparent, timely two-way communication and information sharing, and provides ongoing management and revisions to the BTS Service Catalog and bureau-specific service level agreements. |
| Goals | <p>By aligning customer business needs with appropriate technology solutions, Customer Relations supports the City's goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:</p> <ul style="list-style-type: none"> ◆ Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls. ◆ Delivering business and technology solutions that take into account customer needs and interests. ◆ Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication. ◆ Delivering business processes that provide options to address individual bureau requirements and changing environmental factors. ◆ Marketing OMF services effectively to customers. |
| Performance | Performance is measured through BTS customer satisfaction surveys. However, the BTS annual customer survey, historically conducted in the fall, was suspended in 2013 to allow for greater participation and response rates for the surveys and interviews conducted as part of the Citywide Technology Assessment. The Customer Relations program resumed issuing the survey in 2015. |
| Changes to Services and Activities | A key focus in FY 2016-17 will be working with bureau liaisons and other BTS divisions on the Portland Building Reconstruction project, Data Center Move project, and Personal Identifiable Information (PII) initiative. Customer Relations will assist bureaus in continuing to develop their information technology work plans, identifying upcoming technology related projects. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Expenditures | | | | | |
| Customer Relations | 699,341 | 853,183 | 908,983 | 896,969 | 896,969 |
| Total Expenditures | 699,341 | 853,183 | 908,983 | 896,969 | 896,969 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Bureau of Technology Services customer survey satisfaction average rating (5=highest) | NA | NA | 4.00 | 4.00 | 4.00 |

Information Security

| | |
|---|--|
| Description | Information Security ensures the confidentiality, integrity, and availability of all City data and communications systems and assets. The responsibilities of this program are to develop and measure compliance with information policies and procedures; minimize risk through implementation of effective technical, administrative, and physical security controls; and develop and maintain the Bureau of Technology Services business continuity and disaster recovery plan. |
| Goals | <p>By employing appropriate safeguards required in order to properly protect the City's information assets, Information Security supports the City's goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:</p> <ul style="list-style-type: none"> ◆ Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs. ◆ Delivering business processes that provide options to address individual bureau requirements and changing environmental factors. ◆ Providing streamlined business processes that are easy to understand, efficient and ensure compliance. |
| Performance | Performance is measured by the effectiveness of the Information Security program in protecting the City's technology environment from security threats, including the ability to accept security patches in 97% of all City workstations. |
| Changes to Services and Activities | Key initiatives for FY 2016-17 include communicating requirements to comply with Personally Identifiable Information (PII) standards. Additionally, Information Security will continue to implement the Technology Services components of the Council-approved Citywide Business Continuity Plan. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 4.00 | 5.00 | 4.00 | 4.00 | 4.00 |
| Expenditures | | | | | |
| Information Security | 845,330 | 1,024,208 | 2,755,653 | 2,211,297 | 2,211,297 |
| Total Expenditures | 845,330 | 1,024,208 | 2,755,653 | 2,211,297 | 2,211,297 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Percentage of computers (workstations and servers) able to accept security patching | 97% | 97% | 97% | 97% | 97% |

Police IT

| | |
|---|---|
| Description | Police IT supports effective application development and maintenance, and provides quality infrastructure and field support to the Portland Police Bureau. The responsibilities of Police IT include developing and maintaining Police data applications and supporting systems and rapidly responding to and resolving all Police field and infrastructure support requests. |
| Goals | <p>By delivering dependable services and innovative solutions to the Portland Police Bureau, Police IT supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:</p> <ul style="list-style-type: none"> ◆ Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs. ◆ Delivering business processes that provide options to address individual bureau requirements and changing environmental factors. ◆ Delivering business solutions that take into account customer needs and interests. ◆ Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication. |
| Performance | Performance results of Police IT are reflected in the high availability of the Field Reporting System for use by police officers while on duty. |
| Changes to Services and Activities | <p>A key initiative for FY 2016-17 is the deployment of a Microsoft Office replacement for the Portland Police Bureau. Police IT will continue to assist Portland Police in implementing their 2014-18 Police IT Strategic Plan.</p> <p>Three positions were added to support Police IT including one for smartphone support, body camera support, and RegJIN support.</p> |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 15.00 | 16.00 | 15.00 | 15.00 | 18.00 |
| Expenditures | | | | | |
| Police Applications | 895,895 | 948,435 | 0 | 0 | 0 |
| Police Infrastructure Support | (202,343) | (273,012) | 91,668 | 97,086 | 97,086 |
| Police IT | 987,053 | 1,532,055 | 2,404,222 | 2,282,033 | 2,629,850 |
| Total Expenditures | 1,680,605 | 2,207,478 | 2,495,890 | 2,379,119 | 2,726,936 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Mobile Report Entry (MRE) availability (excluding scheduled maintenance) | 100.0% | 99.9% | 99.7% | 99.7% | 99.7% |

Production Services

| | |
|---|---|
| Description | Production Services efficiently and effectively maintains and supports the City's data center facilities, server, email, storage and backup infrastructure, and the infrastructure of the City's mission-critical technology systems including SAP, Cayenta, Synergen, Maximo, Computer-Aided Dispatch (CAD), Tracking, Review, Application, and Construction System (TRACS), Portland Police Data System (PPDS), and email. |
| Goals | <p>By maintaining a premier production technology environment, Production Services supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:</p> <ul style="list-style-type: none"> ◆ Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs. ◆ Delivering business processes that provide options to address individual bureau requirements and changing environmental factors. ◆ Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure. ◆ Delivering business solutions that take into account customer needs and interests. ◆ Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls. |
| Performance | Performance measures for the Production Services program focus on the reliability of the City's mission-critical production systems (SAP, Public Safety Systems, email, and Cayenta) with availability comparable to public and private industry best practices and standards. |
| Changes to Services and Activities | The key focus for FY 2016-17 is planning activities associated with the Portland Building Reconstruction project and Data Center Move project. The FY 2016-17 budget includes \$2 million and commits \$7.7 million in funding for the relocation of the data center currently located in the Portland Building. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| FTE | 20.00 | 19.00 | 19.00 | 19.00 | 19.00 |
| Expenditures | | | | | |
| Production Services | 5,188,539 | 5,642,375 | 6,573,801 | 8,182,357 | 8,182,357 |
| Total Expenditures | 5,188,539 | 5,642,375 | 6,573,801 | 8,182,357 | 8,182,357 |

Technology Services
City Support Services Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|--|------------------------------|------------------------------|-----------------------------------|----------------------------|------------------------------|
| Effectiveness | | | | | |
| Percentage of mission critical production system availability for Cayenta | 99.99% | 99.99% | 99.97% | 99.97% | 99.97% |
| Percentage of mission critical production system availability for SAP | 99.97% | 100.00% | 99.96% | 99.96% | 99.96% |
| Percentage of email availability excluding scheduled maintenance | 99.98% | 99.98% | 99.90% | 99.90% | 99.90% |
| Percentage of public safety system availability - Bureau of Emergency Communications | 99.99% | 100.00% | 99.95% | 99.99% | 99.99% |
| Public Safety systems availability - Police (excluding scheduled maintenance) | 99.99% | 99.57% | 99.99% | 99.99% | 99.99% |

Project Management Office

| | |
|---|--|
| Description | The Project Management Office delivers effective and consistent bureau-wide project management practices for all disciplines of technology services provided by each Bureau of Technology Services (BTS) program. The responsibilities of the office are to implement consistent project management methodologies and approaches regardless of technology discipline or program, facilitate project oversight including priority and resource alignment across the organization, and facilitate effective technology governance to ensure BTS is working on the City's highest priority technology initiatives. |
| Goals | <p>By delivering project management services modeled after industry standards and best practices, the Project Management Office supports the City goal to deliver efficient, effective, and accountable municipal services as well as the Office of Management & Finance goals of:</p> <ul style="list-style-type: none"> ◆ Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs. ◆ Delivering business processes that provide options to address individual bureau requirements and changing environmental factors. ◆ Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication. ◆ Delivering business solutions that take into account customer needs and interests. ◆ Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls. |
| Performance | Program performance is measured through direct customer survey feedback at the completion of projects. |
| Changes to Services and Activities | A key focus for FY 2016-17 will be project management assistance with the Portland Building Reconstruction and the Data Center Move projects. Activities in FY 2016-17 include completion of the Data Center Move RFP process to select vendors for systems migration planning, equipment procurement and implementation, and initial systems migration testing steps. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|------------------------------|------------------------------|-----------------------------------|--------------------------------|-------------------------------|
| FTE | 7.00 | 7.00 | 10.00 | 8.00 | 8.00 |
| Expenditures | | | | | |
| Project Management | 797,220 | 976,656 | 1,168,093 | 1,466,017 | 1,466,017 |
| Total Expenditures | 797,220 | 976,656 | 1,168,093 | 1,466,017 | 1,466,017 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Percentage of customers rating project management service provided as excellent | 74% | 75% | 75% | 75% | 75% |

Support Center

| | |
|---|--|
| Description | The Support Center acts as the first point of contact for the majority of customer support needs. The program also implements and manages effective tracking systems and tools. The responsibilities of the Support Center are to respond and resolve all desktop and laptop issues, support customer mobile computing issues, act as the central point of contact for user account and access management, and deliver new and replacement desktop computers in time to meet customer needs. The Support Center effectively manages City desktop, laptop, and server systems with robust, down-the-wire administration and deployment tools. The Support Center engineers, implements, and maintains the systems and tools needed for tracking service requests and computing assets. |
| Goals | <p>By resolving the majority of office computing support requests the same day reported, the Support Center program supports the City goal to deliver efficient, effective, and accountable municipal services, as well as the Office of Management & Finance goals of:</p> <ul style="list-style-type: none"> ◆ Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs. ◆ Delivering business processes that provide options to address individual bureau requirements and changing environmental factors. ◆ Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication. ◆ Delivering business solutions that take into account customer needs and interests. |
| Performance | The key performance measure reporting help desk satisfaction rating supports the OMF 2012-17 Strategic Plan theme of Quality Customer Service. Support Center performance is measured by percentage of Help Desk calls answered within 20 seconds, the percentage of problems resolved by Help Desk without escalation to field staff, and the Help Desk satisfaction rating. BTS will continue to work to exceed this target through a combination of training, implementation of a knowledge base repository, and expanded capabilities of its service management platform. |
| Changes to Services and Activities | A key focus area for FY 2016-17 is the continued expansion of the Cherwell helpdesk software to increase functions such as automated password resets and better user reporting capabilities. The Support Center will be responsible for the initial implementation of Mobile Data Management (MDM) tool to support customer mobile computing needs. |

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|-----------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE & Financials | | | | | |
| FTE | 39.00 | 40.00 | 40.00 | 40.00 | 40.00 |
| Expenditures | | | | | |
| PC Deployment | 1,920 | 1,992 | 0 | 0 | 0 |
| Support Center | 6,353,012 | 6,060,808 | 8,091,712 | 7,424,709 | 7,424,709 |
| Total Expenditures | 6,354,932 | 6,062,800 | 8,091,712 | 7,424,709 | 7,424,709 |

Technology Services

City Support Services Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Key Performance Measure | | | | | |
| Help Desk satisfaction rating (scale 1 to 5) | NA | 4.82 | 4.86 | 4.75 | 4.75 |
| Effectiveness | | | | | |
| First Call Resolution: percentage of problems resolved by Help Desk without escalation to field staff | 59.10% | 74.00% | 70.00% | 80.00% | 80.00% |
| Percentage of calls answered within 20 seconds | 59.30% | 71.00% | 72.00% | 85.00% | 85.00% |

Summary of Division Budget

Technology Services
City Support Services Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 27,318 | 177,809 | 245,612 | 272,188 | 272,188 |
| Intergovernmental | 5,142,220 | 5,220,453 | 4,072,083 | 4,079,535 | 4,079,535 |
| Bond & Note | 38,997 | 378,211 | 0 | 0 | 0 |
| Miscellaneous | 504,407 | 483,728 | 443,055 | 423,477 | 423,477 |
| Total External Revenues | 5,712,942 | 6,260,201 | 4,760,750 | 4,775,200 | 4,775,200 |
| Internal Revenues | | | | | |
| Fund Transfers - Revenue | 314,477 | 40,884 | 0 | 0 | 0 |
| Interagency Revenue | 40,631,796 | 43,692,898 | 44,705,604 | 46,788,167 | 46,984,886 |
| Total Internal Revenues | 40,946,273 | 43,733,782 | 44,705,604 | 46,788,167 | 46,984,886 |
| Beginning Fund Balance | 16,903,231 | 16,799,909 | 19,443,887 | 12,235,429 | 13,334,109 |
| Total Resources | \$63,562,446 | \$66,793,892 | \$68,910,241 | \$63,798,796 | \$65,094,195 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 24,754,156 | 26,520,828 | 29,494,152 | 28,058,661 | 28,367,739 |
| External Materials and Services | 14,812,923 | 14,839,527 | 19,009,472 | 18,770,903 | 18,702,004 |
| Internal Materials and Services | 3,576,604 | 3,372,531 | 3,707,128 | 3,729,640 | 3,743,232 |
| Capital Outlay | 1,006,363 | 102,241 | 2,935,019 | 3,808,393 | 3,808,393 |
| Total Bureau Expenditures | 44,150,046 | 44,835,127 | 55,145,771 | 54,367,597 | 54,621,368 |
| Fund Expenditures | | | | | |
| Debt Service | 411,830 | 449,745 | 516,244 | 554,630 | 554,630 |
| Contingency | 0 | 0 | 11,656,849 | 6,784,741 | 7,817,659 |
| Fund Transfers - Expense | 2,200,661 | 2,006,268 | 1,591,377 | 2,091,828 | 2,100,538 |
| Total Fund Expenditures | 2,612,491 | 2,456,013 | 13,764,470 | 9,431,199 | 10,472,827 |
| Ending Fund Balance | 16,799,909 | 23,001,460 | 0 | 0 | 0 |
| Total Requirements | \$63,562,446 | \$70,292,600 | \$68,910,241 | \$63,798,796 | \$65,094,195 |
| Programs | | | | | |
| Administration & Support | 8,378,882 | 8,867,019 | 3,456,074 | 3,483,360 | 3,496,952 |
| Administration & Support | 0 | 101 | 0 | 0 | 0 |
| Assessments & Improvements | 819 | 1,230 | 0 | 0 | 0 |
| Business Solutions | 8,484,814 | 7,807,025 | 10,211,164 | 9,995,442 | 9,995,442 |
| Communications | 9,896,052 | 12,155,387 | 19,484,401 | 18,328,327 | 18,220,689 |
| Customer Relations | 699,341 | 853,183 | 908,983 | 896,969 | 896,969 |
| Information Security | 845,330 | 1,024,208 | 2,755,653 | 2,211,297 | 2,211,297 |
| Infrastructure & Engineering | (23,648) | (1,116,328) | 0 | 0 | 0 |
| Office of the Chief Technology Officer | 63 | 63 | 0 | 0 | 0 |
| Police IT | 1,680,605 | 2,207,478 | 2,495,890 | 2,379,119 | 2,726,936 |
| Production Services | 5,188,539 | 5,642,375 | 6,573,801 | 8,182,357 | 8,182,357 |
| Project Management Office | 797,220 | 976,656 | 1,168,093 | 1,466,017 | 1,466,017 |
| Quality Assurance | 12,285 | 0 | 0 | 0 | 0 |
| Replacement | 1,834,812 | 353,930 | 0 | 0 | 0 |
| Support Center | 6,354,932 | 6,062,800 | 8,091,712 | 7,424,709 | 7,424,709 |
| Total Programs | 44,150,046 | \$44,835,127 | \$55,145,771 | \$54,367,597 | \$54,621,368 |

Technology Services

FTE Summary

City Support Services Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|----------|--|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 1.00 | 77,580 | 1.00 | 77,580 | 1.00 | 77,580 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 1.00 | 70,632 | 1.00 | 70,632 | 1.00 | 70,632 |
| 30000203 | Applications Analyst II-Generalist | 62,795 | 83,720 | 3.00 | 234,510 | 3.00 | 239,919 | 3.00 | 239,919 |
| 30000204 | Applications Analyst III-Generalist | 69,285 | 92,498 | 11.00 | 985,617 | 12.00 | 1,080,600 | 12.00 | 1,080,600 |
| 30000207 | Applications Analyst IV-Generalist | 72,800 | 97,386 | 10.00 | 951,777 | 10.00 | 956,064 | 10.00 | 956,064 |
| 30000206 | Applications Analyst IV-GIS,Enterprise | 72,800 | 97,386 | 2.00 | 194,280 | 2.00 | 194,600 | 2.00 | 194,600 |
| 30001234 | Applications Analyst IV-Web Developer | 72,800 | 97,386 | 3.00 | 237,840 | 3.00 | 240,990 | 3.00 | 240,990 |
| 30000618 | Business Solutions Division Manager | 101,962 | 142,397 | 1.00 | 122,508 | 1.00 | 126,279 | 1.00 | 126,279 |
| 30000448 | Business Systems Analyst | 62,795 | 83,720 | 1.00 | 76,728 | 1.00 | 78,824 | 1.00 | 78,824 |
| 30000411 | Chief Technology Officer | 126,131 | 180,752 | 1.00 | 173,644 | 1.00 | 180,206 | 1.00 | 180,206 |
| 30000832 | Chief Technology Officer, Assistant | 112,195 | 160,618 | 1.00 | 158,996 | 1.00 | 160,620 | 1.00 | 160,620 |
| 30000628 | Communications Division Manager | 101,962 | 142,397 | 1.00 | 141,402 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000700 | Communications Engineer | 72,800 | 97,386 | 2.00 | 199,632 | 2.00 | 199,632 | 2.00 | 199,632 |
| 30000238 | Communications Switch Technician | 61,214 | 74,194 | 2.00 | 148,392 | 2.00 | 148,392 | 2.00 | 148,392 |
| 30000627 | Communications Systems Administrator | 82,098 | 109,346 | 1.00 | 104,352 | 1.00 | 107,922 | 1.00 | 107,922 |
| 30000624 | Communications Systems Rep | 69,285 | 92,498 | 1.00 | 69,288 | 1.00 | 69,288 | 1.00 | 69,288 |
| 30000234 | Electronics Technician I: Communications | 52,270 | 63,461 | 3.00 | 190,368 | 3.00 | 190,368 | 3.00 | 190,368 |
| 30000236 | Electronics Technician II: Commun | 61,214 | 74,194 | 9.00 | 662,019 | 9.00 | 667,764 | 9.00 | 667,764 |
| 30000341 | GIS Technician I | 41,350 | 55,411 | 1.00 | 55,416 | 1.00 | 55,416 | 1.00 | 55,416 |
| 30000342 | GIS Technician II | 55,411 | 70,699 | 1.00 | 70,704 | 1.00 | 70,704 | 1.00 | 70,704 |
| 30000218 | Inf Syst Analyst, Principal-Gen | 82,098 | 109,346 | 21.00 | 2,162,868 | 21.00 | 2,169,176 | 22.00 | 2,251,280 |
| 30000217 | Inf Syst Analyst, Principal-GIS Enterprs | 82,098 | 109,346 | 4.00 | 437,376 | 4.00 | 437,376 | 4.00 | 437,376 |
| 30000880 | Inf Syst Analyst, Principal-GIS,Vertical | 82,098 | 109,346 | 1.00 | 82,104 | 1.00 | 82,104 | 1.00 | 82,104 |
| 30000219 | Inf Syst Analyst, Principal-Proj Mgmt | 82,098 | 109,346 | 7.00 | 677,132 | 7.00 | 690,936 | 7.00 | 690,936 |
| 30000610 | Inf Syst Mgr, Sr-Applications | 94,931 | 128,627 | 1.00 | 128,628 | 1.00 | 128,628 | 1.00 | 128,628 |
| 30000613 | Inf Syst Mgr, Sr-General | 94,931 | 128,627 | 4.00 | 511,674 | 4.00 | 514,512 | 4.00 | 514,512 |
| 30000614 | Inf Syst Mgr, Sr-Production | 94,931 | 128,627 | 1.00 | 126,948 | 1.00 | 128,628 | 1.00 | 128,628 |
| 30000879 | Inf Syst Mgr, Sr-Proj Mgmt | 94,931 | 128,627 | 1.00 | 122,508 | 1.00 | 126,279 | 1.00 | 126,279 |
| 30000615 | Inf Syst Mgr, Sr-Security | 94,931 | 128,627 | 1.00 | 117,332 | 1.00 | 122,140 | 1.00 | 122,140 |
| 30001035 | Inf Syst Mgr-Corporate Applications | 88,275 | 117,562 | 1.00 | 117,564 | 1.00 | 117,564 | 1.00 | 117,564 |
| 30000607 | Inf Syst Mgr-Generalist | 88,275 | 117,562 | 5.00 | 583,011 | 6.00 | 675,863 | 6.00 | 675,863 |
| 30000608 | Inf Syst Mgr-Network Manager | 88,275 | 117,562 | 1.00 | 116,788 | 1.00 | 117,564 | 1.00 | 117,564 |
| 30000609 | Inf Syst Mgr-Wide Area Network | 88,275 | 117,562 | 1.00 | 117,564 | 1.00 | 117,564 | 1.00 | 117,564 |
| 30000605 | Inf Syst Supvr-Generalist | 82,098 | 109,346 | 7.00 | 729,936 | 7.00 | 734,076 | 7.00 | 734,076 |
| 30000198 | Inf Syst Tech Analyst I-Generalist | 45,885 | 70,637 | 3.00 | 172,835 | 3.00 | 176,852 | 3.00 | 176,852 |
| 30000199 | Inf Syst Tech Analyst II-Generalist | 49,275 | 75,899 | 4.00 | 257,629 | 4.00 | 263,418 | 4.00 | 263,418 |
| 30000200 | Inf Syst Tech Analyst III-Generalist | 59,800 | 79,726 | 3.00 | 239,184 | 3.00 | 239,184 | 3.00 | 239,184 |
| 30000209 | Inf Syst Tech Analyst III-Telecomm | 59,800 | 79,726 | 1.00 | 77,452 | 1.00 | 79,462 | 1.00 | 79,462 |
| 30000210 | Inf Syst Tech Analyst IV-Generalist | 62,795 | 83,720 | 22.00 | 1,820,862 | 22.00 | 1,830,540 | 23.00 | 1,893,336 |
| 30000211 | Inf Syst Tech Analyst IV-Telecomm | 62,795 | 83,720 | 2.00 | 167,448 | 2.00 | 167,448 | 2.00 | 167,448 |
| 30000212 | Inf Syst Tech Analyst IV-Vertical GIS | 62,795 | 83,720 | 1.00 | 76,104 | 1.00 | 79,222 | 1.00 | 79,222 |
| 30000213 | Inf Syst Tech Analyst V-Generalist | 69,285 | 92,498 | 17.00 | 1,449,053 | 17.00 | 1,464,000 | 18.00 | 1,533,288 |
| 30001933 | Inf Syst Tech Analyst V-Proj Mgmt | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000215 | Inf Syst Tech Analyst VI-Generalist | 72,800 | 97,386 | 19.00 | 1,751,618 | 19.00 | 1,778,278 | 19.00 | 1,778,278 |
| 30002108 | Information Security Architect | 85,384 | 113,734 | 3.00 | 316,716 | 3.00 | 327,403 | 3.00 | 327,403 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000013 | Office Support Specialist III | 44,075 | 58,406 | 2.00 | 116,808 | 2.00 | 116,808 | 2.00 | 116,808 |
| 30000622 | SAP Architect- XI/PI | 112,195 | 160,618 | 1.00 | 160,620 | 1.00 | 160,620 | 1.00 | 160,620 |
| 30000053 | Storekeeper/Acquisition Specialist I | 44,845 | 54,912 | 2.00 | 109,824 | 2.00 | 109,824 | 2.00 | 109,824 |
| 30000054 | Storekeeper/Acquisition Specialist II | 47,133 | 57,637 | 1.00 | 57,636 | 1.00 | 57,636 | 1.00 | 57,636 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|------------|------------------------|------------|-----------------------|------------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000056 | Storekeeper/Acquisition Specialist III | 53,248 | 66,186 | 1.00 | 66,192 | 1.00 | 66,192 | 1.00 | 66,192 |
| 30000625 | Technical Operations Supervisor | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30000620 | Technology Services Bureau Business Rep | 88,275 | 117,562 | 4.00 | 455,726 | 4.00 | 465,428 | 4.00 | 465,428 |
| TOTAL FULL-TIME POSITIONS | | | | 201.00 | 18,530,313 | 203.00 | 18,880,405 | 206.00 | 19,094,593 |
| 30000207 | Applications Analyst IV-Generalist | 72,800 | 97,386 | 0.90 | 54,624 | 0.63 | 39,414 | 0.63 | 39,414 |
| TOTAL PART-TIME POSITIONS | | | | 0.90 | 54,624 | 0.63 | 39,414 | 0.63 | 39,414 |
| 30000204 | Applications Analyst III-Generalist | 69,285 | 92,498 | 1.00 | 69,288 | 0.00 | 0 | 0.00 | 0 |
| 30000447 | Business Systems Analyst, Assistant | 49,275 | 75,899 | 1.00 | 49,272 | 0.00 | 0 | 0.00 | 0 |
| 30000211 | Inf Syst Tech Analyst IV-Telecomm | 62,795 | 83,720 | 1.00 | 65,599 | 0.00 | 0 | 0.00 | 0 |
| 30001933 | Inf Syst Tech Analyst V-Proj Mgmt | 69,285 | 92,498 | 1.00 | 69,524 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 4.00 | 253,683 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 205.90 | 18,838,620 | 203.63 | 18,919,819 | 206.63 | 19,134,007 |

Technology Services

Budget Decisions

City Support Services Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|----------------|------------------|-------------------|---------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 50,860,114 | 0 | 50,860,114 | 201.63 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 158,213 | 0 | 158,213 | 1.00 | BDS IA funded Vertical Applications Analyst |
| | 0 | 2,000,000 | 2,000,000 | 0.00 | Data center move |
| | 4,450 | 0 | 4,450 | 0.00 | IA adjustment for fuel station |
| | 0 | 525,000 | 525,000 | 0.00 | Technical adjustments - capital projects |
| | 0 | 20,984 | 20,984 | 0.00 | Technical adjustments - OMF IA adjustments |
| | 0 | 675,194 | 675,194 | 0.00 | Other technical adjustments |
| | 123,642 | 0 | 123,642 | 1.00 | Transfer Assistant Business Analyst from EBS |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | (107,638) | (107,638) | 0.00 | Technical adjustment to BES IA |
| Adopted Budget Additions and Reductions | | | | | |
| | 154,845 | 0 | 154,845 | 1.00 | Support for Body Worn Cameras |
| | 147,486 | 0 | 147,486 | 1.00 | Smart phone support for Police IT |
| | 149,542 | 0 | 149,542 | 1.00 | RegJIN support |
| | (104,056) | 0 | (104,056) | 0.00 | Technical adjustments |
| | 0 | 13,592 | 13,592 | 0.00 | BTS portion of daycare center relocation |
| | 634,122 | 3,127,132 | 3,761,254 | 5.00 | Total FY 2016-17 Decision Packages |
| | | | 54,621,368 | 206.63 | Total Adopted Budget |

Office of the Chief Administrative Officer

Overview

The Office of Management & Finance (OMF) provides internal services to support the operational needs of City bureaus, as well as coordination and leadership on overall administrative services. The Office of Management & Finance is overseen by the Chief Administrative Officer. The Office of the Chief Administrative Officer includes the Business Operations Division, Policy Team, and Spectator Venues and Visitor Activities Program.

The Chief Administrative Officer (CAO) reports directly to the Mayor and advises Council and bureau managers on strategic issues, as well as ensures the delivery of accurate, cost effective, and responsive Citywide administrative services. The Office of the CAO provides leadership, oversight, and support for a variety of Citywide projects including the Public Safety Systems Revitalization Program (PSSRP) and Enterprise Business Solution (EBS), and provides direction to managers who perform an array of financial management, administrative policy development, and project management services for Council and City bureaus. The CAO leads the development of the bureau's strategic plan and ongoing reporting on the completion of strategies. The CAO directs the bureaus of Human Resources, Internal Business Services, Revenue & Financial Services, and Technology Services.

OMF organizational changes of significance include splitting the Public Finance and Treasury Division into two separate divisions within the Bureau of Revenue and Financial Services and merging the Executive Steering committees of Technology Services, Enterprise Business Solution, and Public Safety Systems Revitalization Program.

In FY 2015-16, Council approved three resolutions to begin a Portland Building Reconstruction project for an amount not to exceed \$195 million and to be completed no later than 2020. The project was established in an effort to fix building problems and inefficiencies and ensure viable office space for another 50-100 years. As part of this series of resolutions OMF is directed to implement a City office space lease rate equalization plan for bureaus located in the central business district and to develop a proposal for dedicating an amount equal to 1% of construction costs for community enhancements, opportunities, and benefits. The CAO oversees the project, which includes several work groups and committees.

Administration & Support

Description

The Administration & Support program consists of the Office of the Chief Administrative Officer (CAO), Business Operations division, and Spectator Venues and Visitor Activities Program (SVVAP). This office provides overall direction for the Office of Management & Finance, as well as Citywide and elected official support. Within the office, the Policy Team works with City bureaus on complex Citywide and organization-specific issues having significant policy, financial, or community implications. The Business Operations division provides financial management services for 15 funds, four bureaus, five Council offices, three Council office programs, and Citywide Projects. Business Operations also manages organization-wide strategic planning services, public records requests, and staff coordination for the Citywide Bureau Directors meetings, OMF committees, and three Council-appointed committees. SVVAP manages the operations and maintenance, capital improvements, and contract administration for the City and other parties related to the City's interests in specific facilities, including the Rose Quarter facilities, Providence Park, and the Portland's 5 Centers for the Arts. In addition, the program provides liaison support to a variety of tourism, travel, and arts/cultural activities and facilities.

Goals

Administration & Support furthers the City goal to deliver efficient, effective, and accountable municipal services, as well as many Office of Management & Finance goals, including:

- ◆ Delivering business solutions that address customer needs and interests.
- ◆ Providing a cross-City perspective to assist City leaders in understanding the impact of their business decisions, including unintended consequences.
- ◆ Marketing OMF services effectively to customers.
- ◆ Building trust with all customers by managing expectations and providing timely, comprehensive, transparent analysis and communication.
- ◆ Delivering business processes that provide options to address individual bureau requirements and changing environmental factors.
- ◆ Maximizing value to the community by promoting regional partnerships that create government efficiencies.

Performance

The Office of the CAO is continuously evaluated through the successful management and completion of organization initiatives. In FY 2012-13, the OMF 2012-17 Strategic Plan was accepted by City Council. A midpoint report in 2014 indicated completion of nearly half the initiatives. In FY 2016-17, the bureau will manage a budget of \$482 million in 15 funds, and SVVAP will oversee several operating agreements.

Changes to Services and Activities

The Business Operations division will continue to staff the Portland Building Reconstruction project's Change Management Committee and establish the project's Community Oversight Committee. The Division also provides public involvement and staff support for the Council-appointed Socially Responsible Investments Committee and the newly formed Technology Executive Steering Committee.

Office of the Chief Administrative Officer

City Support Services Service Area

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 30.58 | 32.00 | 33.00 | 33.00 | 33.00 |
| Expenditures | | | | | |
| Administration & Support | 3,042,375 | 3,412,518 | 4,225,557 | 4,175,868 | 4,131,077 |
| CAO's Office | 925,221 | 764,624 | 828,144 | 845,217 | 846,123 |
| Program Management | 0 | 513 | 0 | 0 | 0 |
| Spectator Facilities | 2,770,608 | 2,735,544 | 5,935,339 | 8,329,383 | 8,329,461 |
| Total Expenditures | 6,738,204 | 6,913,199 | 10,989,040 | 13,350,468 | 13,306,661 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Effectiveness | | | | | |
| Percentage of complete OMF Strategic Plan strategies assigned to Business Operations | 100% | 100% | 100% | 100% | 100% |
| OMF General Fund ending fund balance within policy | 100% | 100% | 100% | 100% | 100% |
| Efficiency | | | | | |
| Percent of Accounts Payable within 30 days | NA | 88% | 90% | 90% | 90% |

Office of the Chief Administrative Officer

Summary of Division Budget

City Support Services Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Charges for Services | 7,978,345 | 8,651,919 | 8,532,215 | 8,332,128 | 8,332,128 |
| Intergovernmental | 1,841,955 | 2,037,121 | 2,095,922 | 2,044,994 | 2,044,994 |
| Bond & Note | 21,915,000 | 5,469,700 | 0 | 0 | 0 |
| Miscellaneous | 55,837 | 61,511 | 51,447 | 35,000 | 35,000 |
| Total External Revenues | 31,791,137 | 16,220,251 | 10,679,584 | 10,412,122 | 10,412,122 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 68,720 | 683,183 | 1,176,156 | 1,060,799 | 1,062,446 |
| General Fund Overhead | 1,355,741 | 1,167,050 | 1,255,028 | 1,210,582 | 1,212,550 |
| Fund Transfers - Revenue | 189,771 | 7,670 | 0 | 0 | 0 |
| Interagency Revenue | 2,331,633 | 2,298,442 | 2,606,070 | 2,749,704 | 2,702,204 |
| Total Internal Revenues | 3,945,865 | 4,156,345 | 5,037,254 | 5,021,085 | 4,977,200 |
| Beginning Fund Balance | 6,077,077 | 6,399,542 | 7,668,593 | 6,100,000 | 6,100,000 |
| Total Resources | \$41,814,079 | \$26,776,138 | \$23,385,431 | \$21,533,207 | \$21,489,322 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 3,631,959 | 3,841,046 | 4,440,286 | 4,505,576 | 4,473,551 |
| External Materials and Services | 1,850,300 | 2,182,791 | 4,443,564 | 4,592,083 | 4,576,792 |
| Internal Materials and Services | 585,208 | 695,028 | 1,105,190 | 752,809 | 756,318 |
| Capital Outlay | 670,737 | 134,334 | 1,000,000 | 3,500,000 | 3,500,000 |
| Total Bureau Expenditures | 6,738,204 | 6,853,199 | 10,989,040 | 13,350,468 | 13,306,661 |
| Fund Expenditures | | | | | |
| Debt Service | 28,359,103 | 12,031,173 | 6,690,814 | 4,524,078 | 4,524,078 |
| Contingency | 0 | 0 | 5,501,109 | 3,525,744 | 3,525,177 |
| Fund Transfers - Expense | 317,230 | 219,924 | 204,468 | 132,917 | 133,406 |
| Total Fund Expenditures | 28,676,333 | 12,251,097 | 12,396,391 | 8,182,739 | 8,182,661 |
| Ending Fund Balance | 6,399,542 | 7,668,594 | 0 | 0 | 0 |
| Total Requirements | \$41,814,079 | \$26,772,890 | \$23,385,431 | \$21,533,207 | \$21,489,322 |
| Programs | | | | | |
| Administration & Support | 6,738,204 | 6,913,199 | 10,989,040 | 13,350,468 | 13,306,661 |
| Rose Quarter | 0 | (60,000) | 0 | 0 | 0 |
| Total Programs | 6,738,204 | \$6,853,199 | \$10,989,040 | \$13,350,468 | \$13,306,661 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---------------------------------|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000063 | Accountant II | 54,371 | 68,453 | 4.00 | 273,792 | 4.00 | 273,792 | 4.00 | 273,792 |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 1.00 | 60,216 | 1.00 | 62,688 | 1.00 | 62,688 |
| 30000433 | Administrative Specialist, Sr | 45,885 | 70,637 | 1.00 | 61,246 | 1.00 | 63,758 | 1.00 | 63,758 |
| 30000436 | Administrative Supervisor I | 59,800 | 79,726 | 1.00 | 70,024 | 1.00 | 72,896 | 1.00 | 72,896 |
| 30000441 | Business Operations Manager | 82,098 | 109,346 | 2.00 | 218,219 | 2.00 | 218,688 | 2.00 | 218,688 |
| 30000442 | Business Operations Manager, Sr | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000406 | Chief Administrative Officer | 141,898 | 203,341 | 1.00 | 203,340 | 1.00 | 203,340 | 1.00 | 203,340 |
| 30000567 | Financial Analyst | 62,795 | 83,720 | 3.00 | 219,672 | 3.00 | 226,510 | 3.00 | 226,510 |
| 30000566 | Financial Analyst, Assistant | 49,275 | 75,899 | 2.00 | 114,178 | 2.00 | 118,864 | 2.00 | 118,864 |
| 30000569 | Financial Analyst, Principal | 82,098 | 109,346 | 1.00 | 109,344 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000568 | Financial Analyst, Sr | 69,285 | 92,498 | 6.00 | 520,390 | 6.00 | 533,912 | 6.00 | 533,912 |
| 30000451 | Management Analyst | 62,795 | 83,720 | 2.00 | 136,692 | 2.00 | 142,296 | 2.00 | 142,296 |
| 30000453 | Management Analyst, Principal | 82,098 | 109,346 | 1.00 | 108,584 | 1.00 | 109,344 | 1.00 | 109,344 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 2.00 | 183,842 | 2.00 | 184,992 | 2.00 | 184,992 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 1.00 | 49,464 | 1.00 | 49,464 | 1.00 | 49,464 |
| 30000460 | Policy Analyst | 88,275 | 117,562 | 1.00 | 117,564 | 1.00 | 117,564 | 1.00 | 117,564 |
| 30000461 | Policy Analyst, Sr | 101,962 | 142,397 | 1.00 | 140,502 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000716 | Spectator Facilities & Dev Mgr | 88,275 | 117,562 | 1.00 | 111,300 | 1.00 | 115,480 | 1.00 | 115,480 |
| TOTAL FULL-TIME POSITIONS | | | | 32.00 | 2,840,761 | 32.00 | 2,887,716 | 32.00 | 2,887,716 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000061 | Accounting Technician | 34,445 | 49,462 | 1.00 | 39,752 | 1.00 | 41,838 | 1.00 | 41,838 |
| TOTAL LIMITED TERM POSITIONS | | | | 1.00 | 39,752 | 1.00 | 41,838 | 1.00 | 41,838 |
| GRAND TOTAL | | | | 33.00 | 2,880,513 | 33.00 | 2,929,554 | 33.00 | 2,929,554 |

City Support Services Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|------------------|----------------|-------------------|--------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 13,456,507 | 0 | 13,456,507 | 33.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | (36,347) | 0 | (36,347) | 0.00 | Cost reallocations and service reductions |
| | (25,156) | 0 | (25,156) | 0.00 | Reallocate spectator costs to Spectator Venues & Visitor Activities Fund |
| | (50,525) | 0 | (50,525) | 0.00 | Reduction of reallocated PSSRP resource |
| | 0 | 106,756 | 106,756 | 0.00 | Data center relocation costs |
| | (100,767) | 0 | (100,767) | 0.00 | Interagency changes |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | (47,500) | 0 | (47,500) | 0.00 | Reduce funding for management of the Innovation Fund |
| | 0 | 3,693 | 3,693 | 0.00 | Daycare center relocation |
| | (260,295) | 110,449 | (149,846) | 0.00 | Total FY 2016-17 Decision Packages |
| | | | 13,306,661 | 33.00 | Total Adopted Budget |

Citywide Projects

Overview

Citywide Projects is currently comprised of the Enterprise Business Solution division (EBS) and the Public Safety Systems Revitalization Program (PSSRP).

EBS manages the SAP application for the City. The City implemented SAP in 2008 to replace an aging financial and human resources system and to consolidate many other programs into one comprehensive, integrated system. Currently, approximately 1,650 users access SAP for financial, purchasing, and human resources transactions and reports, and approximately 6,000 employees use the system for time keeping.

EBS maintains all aspects of SAP, supports bureau and central business processes, and the City's SAP users. The team handles project development, interfaces between SAP and other software, the CityLink portal, workflow processes, system security, basis, and reporting. EBS works on the SAP modules that keep the City's financial logistics and human capital processes functioning. EBS is responsible for providing direct support to bureaus and end users through training, communication, and operational support.

PSSRP manages the procurement and implementation of upgrades to the City of Portland's public safety systems used by the City and its regional partner agencies. This program has overall responsibility for monitoring life cycles for public safety systems including those used for emergency call processing and dispatching, criminal justice information, emergency operations, radio and data communications, and interoperability needs of the City of Portland and partnering regional jurisdictions.

The final major project to be completed by PSSRP is the Public Safety Emergency Radio Replacement Project, which is expected to be completed in FY 2016-17. After that, the PSSRP program is expected to wind down unless additional projects and the related funding are identified. As part of the FY 2016-17 budget, all General Fund support for the program has been eliminated.

Enterprise Business Solution

Description

Enterprise Business Solution (EBS) manages the SAP application for the City and has a mission to deliver and support innovative, integrated, and cost-effective enterprise solutions to City customers.

The following projects are currently being implemented, are under review, or are in the planning phases for implementation: Human Capital Management (HCM) Processes and Forms, improvements to Procure to Pay, SAP Enterprise Asset Management (Facilities Solutions), and SAP Cloud Solutions - Success Factors Learning Management Solution, and Travel Management.

Goals

Enterprise Business Solution supports the City goal of delivering efficient, effective, and accountable services, and also supports the Office of Management & Finance (OMF) goals of:

- ◆ Delivering business solutions that take into account customer needs and interests.
- ◆ Providing seamless, integrated service delivery models across OMF to simplify business processes for customers.
- ◆ Developing a roadmap to effectively leverage existing technology and adopt emerging technology to meet Citywide business needs.
- ◆ Providing financial expertise and innovative business solutions to meet current and emerging bureau business needs and resource shortfalls.

Performance

EBS performance is measured by customer service satisfaction ratings gathered from customer feedback forms and the average length of time a HelpDesk ticket is open. As the program continues to define and implement standardized operational processes, customer satisfaction and efficiencies should increase.

Changes to Services and Activities

EBS continuously revises its work plan to identify Citywide business needs and appropriate enterprise solutions to meet those needs. EBS will work with customers to communicate opportunities to consolidate major systems, starting with work order and asset management systems.

EBS is funded by interagency rates. The metrics and data associated with the rates had been frozen since FY 2008-09. In FY 2015-16, EBS implemented its new rate model for SAP services. Also of note, the debt used to finance the purchase of SAP will be paid off in FY 2016-17.

In FY 2015-16, one position was realigned from Enterprise Business Solutions to the Bureau of Human Resources (BHR) as part of the effort to consolidate Citywide training. BHR provides SAP training, and an interagency agreement with EBS supports the cost of this training.

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| FTE | 19.00 | 17.00 | 18.00 | 17.00 | 17.00 |
| Expenditures | | | | | |
| Enterprise Business Solution | 7,888,458 | 7,012,561 | 8,962,904 | 9,511,893 | 9,842,564 |
| Total Expenditures | 7,888,458 | 7,012,561 | 8,962,904 | 9,511,893 | 9,842,564 |

Citywide Projects

City Support Services Service Area

| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
|---|----------------------|----------------------|---------------------------|--------------------|----------------------|
| Effectiveness | | | | | |
| Customer service satisfaction rating number (scale 1 to 5) | 4.83 | 4.77 | 4.70 | 4.80 | 5.00 |
| Efficiency | | | | | |
| Average number of days a SAP Helpdesk customer ticket is open | 49 | 9 | 10 | 7 | 5 |

Public Safety Systems Revitalization Program

| | |
|---|---|
| Description | <p>PSSRP provides overall management and technical leadership for the projects in its portfolio and includes staff needed to plan and implement public safety system replacements and upgrades.</p> <p>The current core project in the portfolio is the Public Safety Emergency Radio Replacement Project (Radio), which will implement a cost-effective, highly reliable digital public safety voice radio system. PSSRP is also responsible for implementing the following radio related projects: FirstNet, the First Responder Network Authority created by Congress to provide emergency responders with a high-speed, mission-critical, public safety grade nationwide broadband network dedicated to first responders; Broadband Push-to-talk; Communications on Wheels; and GPS On-Scene.</p> |
| Goals | <p>PSSRP supports the City goal of delivering efficient, effective, and accountable municipal services by maintaining a financially healthy City government through upgrades to the City's public safety technology systems and ensuring that the City of Portland is a safe and peaceful community. Citywide Projects supports the Office of Management & Finance goals of:</p> <ul style="list-style-type: none">◆ Securing adequate and sustainable funding to maintain and replace critical technology and facilities infrastructure.◆ Maximizing value to the community by promoting regional partnerships that create government efficiencies.◆ Delivering business processes that provide options to address individual bureau requirements and changing environmental factors.◆ Delivering business solutions that take into account customer needs and interests. |
| Performance | <p>There are no performance measures associated with PSSRP in the budget. Quality and effectiveness of the projects are measured and reported by independent quality assurance services firms. An Executive Steering Committee comprised of the City's public safety bureau directors, BTS Director, and two citizen participants also monitor the progress of the projects and act as an advisory body. There is a five-member, Council-appointed Independent Citizen Committee overseeing PSSRP's involvement in the Radio Replacement Project.</p> |
| Changes to Services and Activities | <p>In general, all site work for the Radio project is moving ahead with good progress. The project has been delayed due to the need to reinforce a tower at Mt Scott that is overloaded. The project will go-live in 2016. The contracting work for Walter's Hill and mitigation work for Mt. Scott have started. Other work in progress for the Radio project are battery systems update, Federal Communications Commission (FCC) licensing, generator installs, lease revisions, in-building coverage planning, and logging recorder changes. All project activities are in close collaboration with all business partners, BTS, Police, and Fire.</p> <p>The FY 2016-17 budget eliminates three positions. As PSSRP projects are completed, the remaining work will be absorbed by other positions. As the program winds down, all General Fund discretionary is eliminated.</p> |

Citywide Projects**City Support Services Service Area**

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|------------------------------|------------------------------|-------------------------------|--------------------------------|-------------------------------|
| FTE | 8.00 | 7.00 | 6.00 | 3.00 | 3.00 |
| Expenditures | | | | | |
| Public Safety Systems Revitalization Program | 24,190,648 | 15,354,269 | 10,265,374 | 2,764,478 | 2,764,478 |
| Total Expenditures | 24,190,648 | 15,354,269 | 10,265,374 | 2,764,478 | 2,764,478 |

Citywide Projects

Summary of Division Budget

City Support Services Service Area

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Intergovernmental | 633,858 | 458,963 | 33,629 | 0 | 0 |
| Miscellaneous | 19,089 | 25,523 | 49,000 | 20,000 | 20,000 |
| Total External Revenues | 652,947 | 484,486 | 82,629 | 20,000 | 20,000 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 4,921 | 1,412,472 | 1,791,058 | 0 | 0 |
| Fund Transfers - Revenue | 7,021,501 | 3,459,653 | 422,040 | 291,746 | 291,746 |
| Interagency Revenue | 12,489,788 | 12,614,871 | 13,171,378 | 11,771,472 | 11,771,472 |
| Total Internal Revenues | 19,516,210 | 17,486,996 | 15,384,476 | 12,063,218 | 12,063,218 |
| Beginning Fund Balance | 32,684,060 | 9,604,116 | 22,566,586 | 8,196,863 | 8,196,863 |
| Total Resources | \$52,853,217 | \$27,575,598 | \$38,033,691 | \$20,280,081 | \$20,280,081 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 3,478,210 | 3,386,439 | 3,107,971 | 2,871,111 | 2,898,668 |
| External Materials and Services | 22,983,506 | 12,823,158 | 10,465,100 | 4,393,874 | 4,693,812 |
| Internal Materials and Services | 5,517,685 | 5,682,818 | 5,655,207 | 5,011,386 | 5,014,562 |
| Capital Outlay | 103,849 | 474,445 | 0 | 0 | 0 |
| Total Bureau Expenditures | 32,083,250 | 22,366,860 | 19,228,278 | 12,276,371 | 12,607,042 |
| Fund Expenditures | | | | | |
| Debt Service | 4,391,513 | 4,394,125 | 4,398,250 | 3,036,800 | 3,036,800 |
| Contingency | 0 | 0 | 13,718,106 | 4,497,617 | 4,166,171 |
| Fund Transfers - Expense | 6,774,338 | 3,466,878 | 689,057 | 469,293 | 470,068 |
| Total Fund Expenditures | 11,165,851 | 7,861,003 | 18,805,413 | 8,003,710 | 7,673,039 |
| Ending Fund Balance | 9,604,116 | 32,933,100 | 0 | 0 | 0 |
| Total Requirements | \$52,853,217 | \$63,160,963 | \$38,033,691 | \$20,280,081 | \$20,280,081 |
| Programs | | | | | |
| Administration & Support | 720 | 0 | 0 | 0 | 0 |
| Administration & Support | 0 | 30 | 0 | 0 | 0 |
| Citywide Equity Program | 174 | 0 | 0 | 0 | 0 |
| Enterprise Business Solution | 7,888,458 | 7,012,561 | 8,962,904 | 9,511,893 | 9,842,564 |
| Human Resources Development | 3,250 | 0 | 0 | 0 | 0 |
| Public Safety Systems Revitalization Program | 24,190,648 | 15,354,269 | 10,265,374 | 2,764,478 | 2,764,478 |
| Total Programs | 32,083,250 | \$22,366,860 | \$19,228,278 | \$12,276,371 | \$12,607,042 |

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|---|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000447 | Business Systems Analyst, Assistant | 49,275 | 75,899 | 1.00 | 49,272 | 0.00 | 0 | 0.00 | 0 |
| 30000218 | Inf Syst Analyst, Principal-Gen | 82,098 | 109,346 | 1.00 | 28,164 | 0.00 | (2) | 0.00 | (2) |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 1.00 | 92,496 | 1.00 | 92,496 | 1.00 | 92,496 |
| 30001433 | SAP Business Systems Analyst, Principal | 82,098 | 109,346 | 2.00 | 213,990 | 2.00 | 217,392 | 2.00 | 217,392 |
| 30001684 | SAP Business Systems Analyst, Senior | 72,800 | 97,386 | 13.00 | 1,228,581 | 13.00 | 1,252,771 | 13.00 | 1,252,771 |
| 30001233 | SAP Support Manager | 101,962 | 160,618 | 1.00 | 160,620 | 1.00 | 160,620 | 1.00 | 160,620 |
| 30001031 | Technology Capital Project Manager I | 94,931 | 128,627 | 3.00 | 384,204 | 2.00 | 257,256 | 2.00 | 257,256 |
| 30001032 | Technology Capital Project Manager II | 112,195 | 160,618 | 1.00 | 112,200 | 0.00 | 0 | 0.00 | 0 |
| 30000532 | Training & Development Officer | 69,285 | 92,498 | 1.00 | 90,000 | 1.00 | 91,664 | 1.00 | 91,664 |
| TOTAL FULL-TIME POSITIONS | | | | 24.00 | 2,359,527 | 20.00 | 2,072,197 | 20.00 | 2,072,197 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 24.00 | 2,359,527 | 20.00 | 2,072,197 | 20.00 | 2,072,197 |

City Support Services Service Area

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|------------------|------------------|-------------------|---------------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 11,037,597 | 0 | 11,037,597 | 23.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | (217,859) | 0 | (217,859) | (2.00) | PSSRP wind-down reduction |
| | 0 | 244,391 | 244,391 | 0.00 | EBS costs for data center move and other adjustments |
| | 0 | 1,235,400 | 1,235,400 | 0.00 | Public Safety GO Bond Fund capital carryover |
| | 52,856 | 0 | 52,856 | 0.00 | Technical adjustments |
| | (76,014) | 0 | (76,014) | (1.00) | Transfer position to BTS |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 27,557 | 27,557 | 0.00 | Technical adjustment |
| | 0 | 300,000 | 300,000 | 0.00 | Increase funding for CIP project EBS Asset Management Pilot |
| | 0 | 3,114 | 3,114 | 0.00 | Daycare center relocation allocation |
| | (241,017) | 1,810,462 | 1,569,445 | (3.00) | Total FY 2016-17 Decision Packages |
| | | | 12,607,042 | 20.00 | Total Adopted Budget |

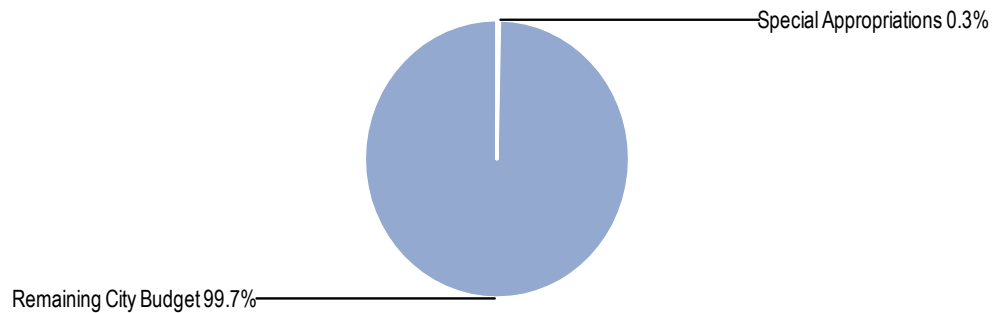
Special Appropriations

City Support Services Service Area

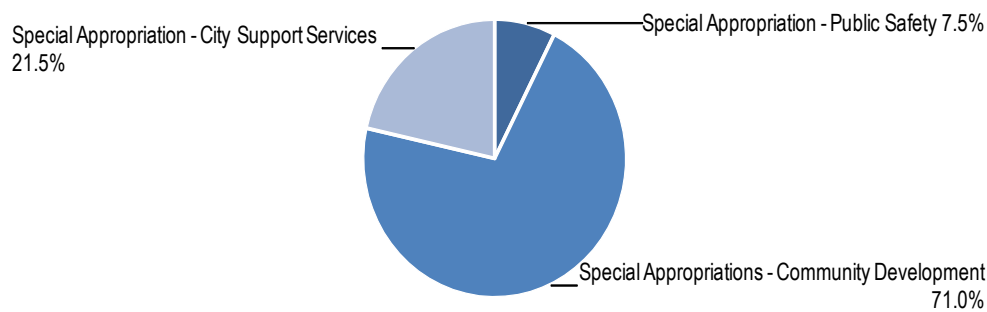
Mayor Charlie Hales, Commissioner-in-Charge

Ken Rust, Director

Percent of City Budget



Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 11,364,050 | 12,401,976 | 1,037,926 | 9.13 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 11,364,050 | 12,401,976 | 1,037,926 | 9.13 |
| Authorized Positions | 2.00 | 4.00 | 2.00 | N/A |

Bureau Summary

Overview

Special appropriations are primarily used for General Fund expenditures that are not specific to a bureau and often provide Citywide benefit. These include payments to non-City agencies, funding for some City programs, and some City set-asides. Some appropriations are one-time allocations while others are ongoing. Starting in FY 2016-17, the administration of special appropriations is being transferred to the Office of Management and Finance, Grants division.

Ongoing Special Appropriations

Clean and Safe

This special appropriation provides \$23,314 in ongoing General Fund resources to support the City's share of the downtown Business Improvement District. This special appropriation will supplement charges to downtown property owners. The funds are used for guides, marketing strategies, enhanced security, and street cleaning in the downtown area.

City Membership and Dues

This special appropriation provides \$314,273 in ongoing General Fund resources to fund the costs related to memberships in various organizations to which the City subscribes as a municipality. The above amount is net of a 5% budget reduction.

COPPEA Training

This \$150,000 in ongoing allocation is for a training set-aside in accordance with the labor agreement with the City of Portland Professional Employee Association (COPPEA). Of this amount, \$15,428 will be funded by the General Fund and the remaining total will be funded by bureaus having COPPEA employees.

Emergency Fund

This funding of \$5,000 in ongoing General Fund resources is the annual appropriation for the Mayor and Commissioners as specified in the City Charter.

All Hands Raised

This special appropriation provides \$190,000 in ongoing General Fund resources to support improved efficiency, alignment, and outcomes among local students. This amount is net of a 5% budget reduction.

Discretionary Fund

This special appropriation provides an annual amount of \$2,000 in ongoing General Fund resources for the Mayor's Office as specified in the City Charter.

Regional Arts and Culture Council (RACC)

RACC's base budget includes a total General Fund ongoing funding of \$3,897,276 and one-time funding of \$200,000 for Work for Art in accordance with the contract. Additionally, there is one-time General Fund funding of \$190,000 for the Symphony in the Park.

Portland Center for the Performing Arts (PCPA)

This General Fund ongoing funding of \$866,299 is to meet the City's obligation to the PCPA. This is a contractual payment to provide operating and capital support to the City-owned performing arts facilities.

Future Connect Scholarship

This General Fund ongoing funding will provide \$545,662 in resources to the Future Connect Scholarship. This program is designed to create a pathway to an associate's degree by helping youth with the financial burden of attending college. It also serves as an incentive for youth who are most at-risk of not graduating college on time. The above amount is net of a 5% budget reduction.

Office of Youth Violence Prevention

The FY 2016-17 Adopted Budget includes \$1,123,558 in ongoing General Fund resources for the Office of Youth Violence Prevention. This amount includes \$260,000 in ongoing General Fund resources for the Street Level Gang Outreach. This office assists in building a more family friendly city and increases public safety through community problem solving efforts.

CASH Oregon Free Tax

This funding provides \$76,789 in ongoing General Fund resources to support free tax preparation services to low income and disadvantaged individuals throughout Portland and Multnomah County. Additionally, the program assists people-in-need with their personal finances by connecting them to educational resources and related community services.

Specified Animals

This funding provides \$60,339 in ongoing General Fund funding to support specific animals control and nuisance complaints in the city. This amount is net of a 5% budget reduction.

Mt Hood Cable Regulatory Commission

The program provides cable regulatory and consumer protection services countywide. The FY 2016-17 Adopted Budget for this program is \$288,330 in ongoing General Fund resources, which is net of a 5% budget reduction.

EBS Charge

The FY 2016-17 Adopted Budget includes \$107,950 in ongoing General Fund resources to fund the Enterprise Business Solution charges in FY 2016-17.

Adds

Compliance Officer and Community Liaison/Community Oversight Advisory Board (COCL/COAB)

The FY 2016-17 budget includes \$793,772 in ongoing General Fund resources transferred from the Mayor's Office: \$634,316 and the Office of Equity and Human Rights: \$90,866. One administrative support position is included in the transfer.

The Adopted Budget also includes an additional \$68,590 in ongoing General Fund resources to fund one office specialist position to support the COCL/COAB program.

Citizen Utility Board (CUB) Bill Insert

Special Appropriations

City Support Services Service Area

This package provides \$10,000 in ongoing General Fund resources for the printing and shipping costs for the CUB mailers. These mailers are part of the agreement with the CUB to monitor the utility bureaus.

Last Thursday

This funding provides \$30,000 in ongoing General Fund resources to support for the Last Thursday event.

Restorative Justice

This package provides \$28,000 in ongoing General Fund resources to support the Restorative Justice program.

Village Market

The FY 2016-17 budget includes \$66,000 in ongoing General Fund funding to support the Village Market. The market is a grocery store serving 4,000 low-income residents in North Portland neighborhoods.

Reduction

Innovation Fund

Funding for the Innovation Fund is eliminated in FY 2016-17. The FY 2015-16 budget for this fund was \$1,000,000 in ongoing General Fund resources.

One-Time Special Appropriations

Columbia River Levee Project

This package provides \$1,688,435 in one-time General Fund resources for the City's share of the Oregon Infrastructure Finance Authority loan related to the Columbia River Levee project.

Council Transition Costs

This package provides \$84,979 in one-time General Fund resources to fund the transition costs for the Mayor's Office.

Lents Stabilization Project

This funding provides \$460,000 in one-time General Fund resources to support the Lents Stabilization project.

Special Appropriations Grant

The FY 2016-17 includes \$1,000,000 in one-time General Fund resources to provide funding for the Special Appropriations grant.

James Beard Public Market

This package provides \$200,000 in one-time General Fund resources to support the James Beard Public Market.

Budget Note

Last Thursday

The Adopted Budget allocates \$30,000 in ongoing General Fund resources to support the Last Thursday event. Fiscal oversight of this program will be provided by the administrator of Special Appropriations, not the Regional Arts and Culture Council.

| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|--|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Intergovernmental | 0 | 22,512 | 102,587 | 65,024 | 65,024 |
| Miscellaneous | 0 | 12,217 | 0 | 0 | 0 |
| Total External Revenues | 0 | 34,729 | 102,587 | 65,024 | 65,024 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 8,612,902 | 8,559,421 | 10,954,735 | 12,540,231 | 12,031,231 |
| General Fund Overhead | 162,834 | 156,333 | 173,235 | 171,149 | 171,149 |
| Interagency Revenue | 107,002 | 127,842 | 133,493 | 134,572 | 134,572 |
| Total Internal Revenues | 8,882,738 | 8,843,596 | 11,261,463 | 12,845,952 | 12,336,952 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$8,882,738 | \$8,878,325 | \$11,364,050 | \$12,910,976 | \$12,401,976 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 253,264 | 255,647 | 266,412 | 464,349 | 464,349 |
| External Materials and Services | 8,628,294 | 8,620,269 | 10,255,954 | 12,232,322 | 11,770,822 |
| Internal Materials and Services | 1,180 | 2,409 | 110,811 | 214,305 | 166,805 |
| Total Bureau Expenditures | 8,882,738 | 8,878,325 | 10,633,177 | 12,910,976 | 12,401,976 |
| Fund Expenditures | | | | | |
| Fund Transfers - Expense | 0 | 0 | 730,873 | 0 | 0 |
| Total Fund Expenditures | 0 | 0 | 730,873 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$8,882,738 | \$8,878,325 | \$11,364,050 | \$12,910,976 | \$12,401,976 |
| Programs | | | | | |
| Special Appropriation - City Support Services | 1,179,496 | 1,085,781 | 1,255,256 | 2,664,202 | 2,664,202 |
| Special Appropriation - Parks, Rec & Culture | 1,427,025 | (239,738) | 0 | 55,000 | 0 |
| Special Appropriation - Public Safety | 0 | 0 | 149,715 | 926,797 | 926,797 |
| Special Appropriation - Public Utilities | 0 | 26,740 | 5,000 | 0 | 0 |
| Special Appropriations - Community Development | 6,276,217 | 8,005,542 | 9,223,206 | 9,264,977 | 8,810,977 |
| Total Programs | 8,882,738 | \$8,878,325 | \$10,633,177 | \$12,910,976 | \$12,401,976 |

Special Appropriations

FTE Summary

City Support Services Service Area

| | | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|-------------------------------|--------------|---------|-----------------------|---------|------------------------|---------|-----------------------|---------|
| Class | Title | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000005 | Commissioner's Staff Rep | 50,627 | 92,518 | 2.00 | 160,106 | 2.00 | 162,875 | 2.00 | 162,875 |
| 30000012 | Office Support Specialist II | 34,445 | 49,462 | 0.00 | 0 | 1.00 | 42,996 | 1.00 | 42,996 |
| 30000462 | Program Specialist, Assistant | 49,275 | 75,899 | 0.00 | 0 | 1.00 | 61,884 | 1.00 | 61,884 |
| TOTAL FULL-TIME POSITIONS | | | | 2.00 | 160,106 | 4.00 | 267,755 | 4.00 | 267,755 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| TOTAL LIMITED TERM POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| GRAND TOTAL | | | | 2.00 | 160,106 | 4.00 | 267,755 | 4.00 | 267,755 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|----------------|------------------|-------------------|-------------|--|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 8,664,401 | 0 | 8,664,401 | 2.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 260,000 | 0 | 260,000 | 0.00 | Street level gang outreach |
| | 68,590 | 0 | 68,590 | 1.00 | COCL/COAB Add OSS position |
| | 0 | 1,688,435 | 1,688,435 | 0.00 | Columbia River levee project |
| | 0 | 84,979 | 84,979 | 0.00 | Council transition costs |
| | 10,000 | 0 | 10,000 | 0.00 | Citizen Utility Board bill inserts |
| | 0 | 460,000 | 460,000 | 0.00 | Lents stabilization project |
| | 200,000 | 800,000 | 1,000,000 | 0.00 | Special appropriations grant |
| | 20,000 | 0 | 20,000 | 0.00 | Rose City resource guide |
| | 190,000 | 0 | 190,000 | 0.00 | Symphony in the Park |
| | 30,000 | 0 | 30,000 | 0.00 | Last Thursday |
| | 28,000 | 0 | 28,000 | 0.00 | Restorative Justice |
| | 55,000 | 0 | 55,000 | 0.00 | Rosewood Community Center |
| | 0 | 200,000 | 200,000 | 0.00 | James Beard Public Market |
| | (73,611) | 0 | (73,611) | 0.00 | 5% budget reduction |
| | (500,000) | 0 | (500,000) | 0.00 | Innovation Fund budget reduction |
| | 725,182 | 0 | 725,182 | 1.00 | COCL/COAB transfer |
| Approved Budget Additions and Reductions | | | | | |
| | (20,000) | 0 | (20,000) | 0.00 | Transfer Rose City guide to Portland Housing Bureau |
| | (55,000) | 0 | (55,000) | 0.00 | Eliminate funding for Rosewood Community Center |
| | (200,000) | 200,000 | 0 | 0.00 | Move \$200,000 of Special Apprpriations grant from ongoing to one-time |
| | (500,000) | 0 | (500,000) | 0.00 | Eliminate funding for Innovation Fund |
| | (190,000) | 190,000 | 0 | 0.00 | Move symphony funding from ongoing to one-time |
| | 66,000 | 0 | 66,000 | 0.00 | Village Market |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| | 114,161 | 3,623,414 | 3,737,575 | 2.00 | Total FY 2016-17 Decision Packages |
| | | | 12,401,976 | 4.00 | Total Adopted Budget |

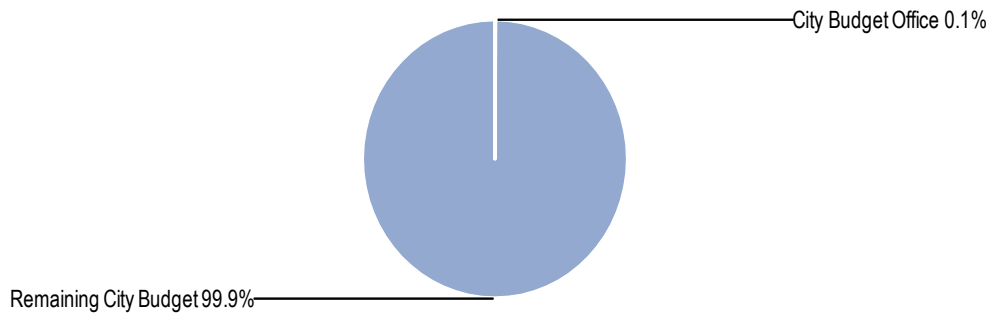
City Budget Office

City Support Services Service Area

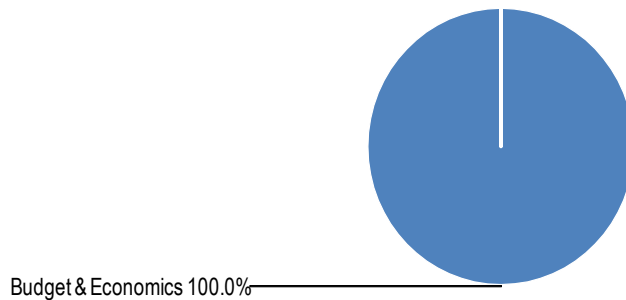
Mayor Charlie Hales, Commissioner-in-Charge

Andrew Scott, Director

Percent of City Budget



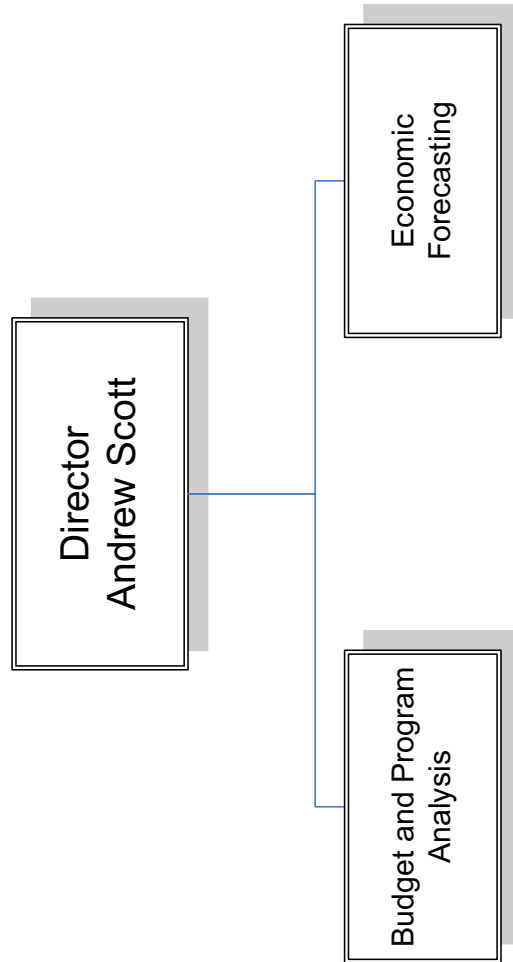
Bureau Programs



Bureau Overview

| Requirements | Revised FY 2015-16 | Adopted FY 2016-17 | Change from Prior Year | Percent Change |
|---------------------------|-----------------------|-----------------------|---------------------------|-------------------|
| Operating | 2,195,180 | 2,493,705 | 298,525 | 13.60 |
| Capital | 0 | 0 | 0 | 0.00 |
| Total Requirements | 2,195,180 | 2,493,705 | 298,525 | 13.60 |
| Authorized Positions | 15.00 | 15.00 | 0.00 | 0.00 |

City Budget Office



Bureau Summary

Bureau Mission

The City Budget Office provides timely, accurate, and unfiltered information and analysis regarding budgeting, forecasting, and fiscal policy issues to the Mayor, Commissioners, City Auditor, City bureaus, and the public.

Bureau Overview

The City Budget Office coordinates development of the City's budget, including analysis of each bureau's operating and capital budget, financial plans, and performance measures. Duties include monitoring the expenditure and revenue trends of all City funds throughout the fiscal year, coordinating budget amendments, analyzing City programs and policies, reviewing ordinances for fiscal and policy impacts, and providing fiduciary oversight of the General Fund. In addition to providing analysis to elected officials and the public, analysts are available to City bureaus for consultation, training, and technical assistance in matters related to budget and finance. Analysts conduct research in response to inquiries, including public records requests, from elected officials, City bureaus, the media, and the public.

The City Budget Office coordinates public involvement in the budget process, including staff support for the Citywide Budget Advisory Committee and planning and staffing of budget forums and hearings. The office is responsible for ensuring that the City meets all requirements of State Budget Law regarding notices of public hearings and certification of the Approved Budget by the Tax Supervising and Conservation Commission, and the Budget Director serves as the City's Budget Officer.

The primary responsibility of the economics section of the office is to monitor and forecast General Fund revenues and expenses. This is accomplished through the publishing of five-year financial forecasts in December and April of each fiscal year, and economic and revenue updates at the close of each quarter. The economics section develops current appropriation level targets for bureaus and programs that receive General Fund discretionary dollars.

Additional responsibilities of the economics section include estimating labor agreement costs, consulting on bond rating calls, providing ad hoc economic analyses, and analyzing local business impacts of proposed ordinances. Finally, this section houses the City's representative on the Oregon League of Cities' Finance and Taxation Committee, and the State's Property Tax Reform Study Group.

Strategic Direction

Bureau Goals

The bureau focuses its efforts on achieving excellence in four primary areas: budget processes, Council deliverables, budget and policy analysis, and communications.

Budget Processes

A core function of the office is to manage the budget development and budget monitoring processes. The office works with City Council and City bureaus to eliminate inefficient processes and practices through lean process improvement strategies.

Council Deliverables

The office will continue to deliver high quality work products to Council (e.g. budget reviews, budget monitoring reports, and special studies) through peer reviews, training, and a consistent analytical approach.

Budget and Policy Analysis

The office strives to have a deep knowledge and understanding of the relevant issues within a bureau and the analytical skill to evaluate them. The office plans to increase its focus on connecting bureau budgets, operations, and performance to better identify the public value of City services.

Communications

The office is refining its communication efforts to ensure that its analysis and reporting is shared in a way that positively impacts the decision-making process. These efforts include developing a communications strategy, strengthening relationships with City bureaus and Elected Officials, and providing City dashboards to help explain budget and performance data to the public.

Addressing City Plans

The bureau's efforts towards City adopted plans are primarily focused on the Portland Plan. The Portland Plan includes three action items where CBO is the shared lead with the Bureau of Planning & Sustainability. These action items focus on developing a budget process that incorporates Portland Plan priorities, goals, and measures into the decision making process. In the FY 2015-16 Adopted Budget, the bureau received funding for a position that is dedicated to performance management efforts across the City. Part of this effort includes developing and tracking performance measures that align with the Portland Plan. The position was funded with ongoing resources, so the bureau does not expect any fiscal barriers to continue this work.

Although the bureau is involved in analyzing other City plans such as the Climate Action Plan, East Portland Action Plan, and Comprehensive Plan, it does not have a role in the direct implementation of those plans.

Summary of Budget Decisions

Adds

FY 2015-16 Carryover: Process Improvement

The package includes \$80,000 of one-time General Fund resources carried over from FY 2015-16 for a pilot effort to assist bureaus with process improvement and process reengineering work and training.

OMF Interagency Adjustments

The package reflects an increase of \$11,697 in interagency costs resulting from approved packages in the Office of Management & Finance. The bureau received additional one-time General Fund resources to cover the increased costs.

Budget Note

General Fund Support for Data Center Relocation

In the FY 2016-17 Adopted Budget, Council allocated funding for the first year costs of the data center relocation project. Council directs the City Budget Office to add \$2,103,612 of one-time General Fund resources to the Current Appropriation Level targets of General Fund bureaus in FY 2017-18 and \$596,024 of one-time resources in FY 2018-19. These one-time resources are dedicated to fund the remaining General Fund share of costs to finish the data center relocation project.

Budget & Economics

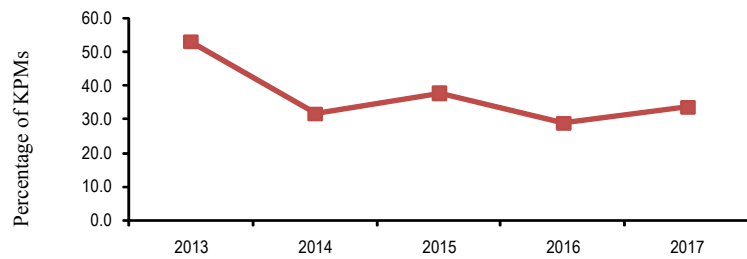
| | |
|---|---|
| Description | The program coordinates development of the City's budget, creates the City's published budget documents, and performs special studies. The City Economist and financial analysts produce the General Fund revenue and financial forecasts. |
| Goals | Budget and Economics supports the Citywide goal of delivering efficient, effective, and accountable municipal services. The City Budget Office completed a strategic planning effort in FY 2014-15, which identified four goals for the future: improving processes, improving deliverables, improving analysis, and improving communications. |
| Performance | As a result of enhanced performance management efforts, the office created six new measures in FY 2015-16. Although the majority of the measures track performance in areas where the office has little to no control over outcomes, they are valuable measures when tracking the success of the City's overall budget process. In particular, the office is working with City asset managers to find options to reduce the annual repair, rehabilitation, and replacement funding gap. Addressing the funding gap will prevent further deterioration of the City's assets and put the City on a more sustainable funding path. |
| Changes to Services and Activities | The FY 2016-17 Adopted Budget includes additional funding to pilot a process improvement effort and for increased OMF interagency costs. |

| FTE & Financials | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|---|----------------------|----------------------|---------------------------|------------------------|-----------------------|
| FTE | 12.58 | 13.00 | 15.00 | 15.00 | 15.00 |
| Expenditures | | | | | |
| Budget & Economics | 1,816,713 | 1,915,924 | 2,195,180 | 2,492,487 | 2,493,705 |
| Total Expenditures | 1,816,713 | 1,915,924 | 2,195,180 | 2,492,487 | 2,493,705 |
| Performance | Actual FY 2013-14 | Actual FY 2014-15 | Yr End Est. FY 2015-16 | Base FY 2016-17 | Target FY 2016-17 |
| Key Performance Measure | | | | | |
| Percentage of City KPMs with positive year-over-year results | 31.8% | 37.9% | 29.0% | 28.7% | 33.7% |
| Annual repair, rehabilitation, & replacement funding gap (Citywide) | \$222,800,000 | \$241,600,000 | \$267,800,000 | \$280,000,000 | \$280,000,000 |
| Customer service rating (5pt scale) | 4.09 | 3.98 | 4.35 | 4.35 | 4.35 |
| Effectiveness | | | | | |
| Number of instances financial policies were waived by Council | 0 | 0 | 8 | 5 | 5 |
| Received GFOA budget presentation award (1=yes, 0=no) | 1 | 1 | 1 | 1 | 1 |
| Efficiency | | | | | |
| Percentage of capital project funding that is expended on repair, rehabilitation, & replacement | 60.7% | 63.1% | 70.9% | 61.4% | 63.7% |

Performance Measures

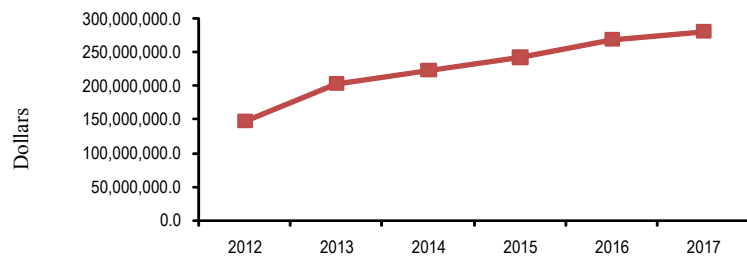
City KPMs with Positive Year-Over-Year Results

With effective implementation of the Citywide performance management initiative, the goal is for measures to largely trend in the positive direction. However, KPMs with stable year-over-year performance impact this measure negatively, and resource limitations may lead to negative year-over-year trends.



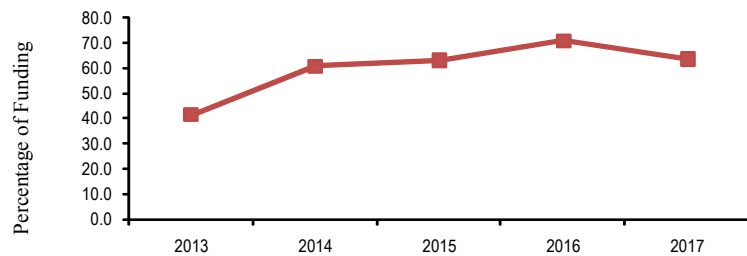
Annual Replacement/Repair/Rehabilitation Capital Funding Gap (Citywide)

The annual funding gap has steadily increased over the last few years. The 2015 Citywide Asset Report expects the funding gap to continue to increase over the next ten years.



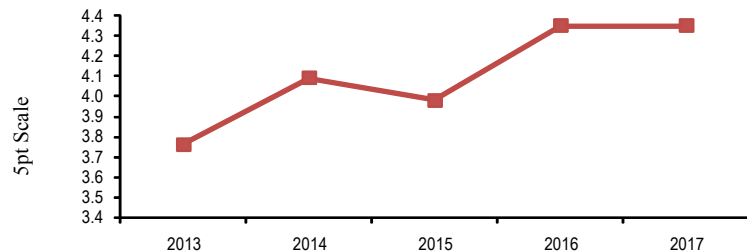
Percentage of Capital Project Funding on Replacement, Repair, or Rehabilitation

The passage of Resolution #34423 dedicated at least 50% of General Fund one-time resources to infrastructure maintenance or replacement. The addition of these funds, and the bureaus' continued efforts in regards to asset management, are responsible for the positive trend in this measure.



Customer Service Rating

The measure depicts the bureau's customer service rating on a 5 point scale, with a 1 reflecting poor customer service and a 5 for outstanding service. The rating is expected to increase compared to the results from the previous survey (reflected in FY 2014-15 data).



| | Actual FY 2013-14 | Actual FY 2014-15 | Revised FY 2015-16 | Proposed FY 2016-17 | Adopted FY 2016-17 |
|----------------------------------|----------------------|----------------------|-----------------------|------------------------|-----------------------|
| Resources | | | | | |
| External Revenues | | | | | |
| Miscellaneous | 309 | 0 | 0 | 0 | 0 |
| Total External Revenues | 309 | 0 | 0 | 0 | 0 |
| Internal Revenues | | | | | |
| General Fund Discretionary | 667,280 | 857,469 | 937,570 | 1,043,897 | 1,044,452 |
| General Fund Overhead | 1,149,124 | 1,058,455 | 1,140,700 | 1,248,304 | 1,248,967 |
| Interagency Revenue | 0 | 0 | 116,910 | 200,286 | 200,286 |
| Total Internal Revenues | 1,816,404 | 1,915,924 | 2,195,180 | 2,492,487 | 2,493,705 |
| Beginning Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Resources | \$1,816,713 | \$1,915,924 | \$2,195,180 | \$2,492,487 | \$2,493,705 |
| Requirements | | | | | |
| Bureau Expenditures | | | | | |
| Personnel Services | 1,440,953 | 1,547,751 | 1,788,681 | 2,099,333 | 2,099,333 |
| External Materials and Services | 167,793 | 175,548 | 204,388 | 192,260 | 192,260 |
| Internal Materials and Services | 207,967 | 192,625 | 202,111 | 200,894 | 202,112 |
| Total Bureau Expenditures | 1,816,713 | 1,915,924 | 2,195,180 | 2,492,487 | 2,493,705 |
| Fund Expenditures | | | | | |
| Total Fund Expenditures | 0 | 0 | 0 | 0 | 0 |
| Ending Fund Balance | 0 | 0 | 0 | 0 | 0 |
| Total Requirements | \$1,816,713 | \$1,915,924 | \$2,195,180 | \$2,492,487 | \$2,493,705 |
| Programs | | | | | |
| Budget & Economics | 1,816,713 | 1,915,924 | 2,195,180 | 2,492,487 | 2,493,705 |
| Total Programs | 1,816,713 | \$1,915,924 | \$2,195,180 | \$2,492,487 | \$2,493,705 |

City Support Services Service Area

| Class | Title | Salary Range | | Revised FY 2015-16 | | Proposed FY 2016-17 | | Adopted FY 2016-17 | |
|-------------------------------------|------------------------------|--------------|---------|-----------------------|-----------|------------------------|-----------|-----------------------|-----------|
| | | Minimum | Maximum | No. | Amount | No. | Amount | No. | Amount |
| 30000434 | Administrative Assistant | 49,275 | 75,899 | 1.00 | 68,166 | 1.00 | 70,956 | 1.00 | 70,956 |
| 30002040 | Budget Director, Assistant | 88,275 | 117,562 | 1.00 | 117,564 | 1.00 | 117,564 | 1.00 | 117,564 |
| 30000570 | Budget Director, City | 101,962 | 142,397 | 1.00 | 142,392 | 1.00 | 142,392 | 1.00 | 142,392 |
| 30000578 | Economist, City | 88,275 | 117,562 | 1.00 | 117,564 | 1.00 | 117,564 | 1.00 | 117,564 |
| 30000566 | Financial Analyst, Assistant | 49,275 | 75,899 | 1.00 | 61,578 | 2.00 | 129,246 | 2.00 | 129,246 |
| 30000569 | Financial Analyst, Principal | 82,098 | 109,346 | 3.00 | 310,050 | 3.00 | 320,408 | 3.00 | 320,408 |
| 30000568 | Financial Analyst, Sr | 69,285 | 92,498 | 5.00 | 418,846 | 4.00 | 357,701 | 4.00 | 357,701 |
| 30000452 | Management Analyst, Sr | 69,285 | 92,498 | 1.00 | 78,000 | 1.00 | 80,403 | 1.00 | 80,403 |
| TOTAL FULL-TIME POSITIONS | | | | 14.00 | 1,314,160 | 14.00 | 1,336,234 | 14.00 | 1,336,234 |
| TOTAL PART-TIME POSITIONS | | | | 0.00 | 0 | 0.00 | 0 | 0.00 | 0 |
| 30000566 | Financial Analyst, Assistant | 49,275 | 75,899 | 1.00 | 50,926 | 1.00 | 69,120 | 1.00 | 69,120 |
| TOTAL LIMITED TERM POSITIONS | | | | 1.00 | 50,926 | 1.00 | 69,120 | 1.00 | 69,120 |
| GRAND TOTAL | | | | 15.00 | 1,365,086 | 15.00 | 1,405,354 | 15.00 | 1,405,354 |

This chart shows decisions and adjustments made during the budget process. The chart begins with an estimate of the bureau's Current Appropriations Level (CAL) requirements.

| Action | Amount | | | FTE | Decision |
|---|-----------|---------------|------------------|--------------|---|
| | Ongoing | One-Time | Total Package | | |
| FY 2016-17 | 2,402,008 | 0 | 2,402,008 | 15.00 | FY 2016-17 Current Appropriation Level |
| CAL Adjustments | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Mayor's Proposed Budget Decisions | | | | | |
| | 0 | 10,479 | 10,479 | 0.00 | OMF interagency balancing |
| | 0 | 80,000 | 80,000 | 0.00 | Carryover - process improvement |
| Approved Budget Additions and Reductions | | | | | |
| | 0 | 0 | 0 | 0.00 | None |
| Adopted Budget Additions and Reductions | | | | | |
| | 0 | 1,218 | 1,218 | 0.00 | OMF interagency balancing |
| | 0 | 91,697 | 91,697 | 0.00 | Total FY 2016-17 Decision Packages |
| | | | 2,493,705 | 15.00 | Total Adopted Budget |



Acronyms

The following are acronyms and terms commonly used by the City of Portland.

| | |
|---------------|---|
| AP | Accounting period |
| BAC | Budget Advisory Committee |
| BDS | Bureau of Development Services |
| BES | Bureau of Environmental Services |
| BHR | Bureau of Human Resources (within OMF) |
| BMA | Black Male Achievement Program |
| BOD | Biochemical oxygen demand (a strength measure of sewage) |
| BOEC | Bureau of Emergency Communications |
| BRASS | Budget Reporting and Analysis Support System (the City's budgeting software) |
| BPS | Bureau of Planning and Sustainability |
| BTS | Bureau of Technology Services (within OMF) |
| BMP | Budget Monitoring Process |
| CAFR | Comprehensive Annual Financial Report |
| CAD | Computer-Aided Dispatch system, used by BOEC, Police, Fire, and Multnomah County partners |
| CAL | Current Appropriation Level |
| CAO | Chief Administrative Officer (in OMF) |
| CBO | City Budget Office |
| CELS | Community Engagement Liaisons program (within ONI) |
| CIP | Capital Improvement Plan |
| COAB | Community Advisory Board |
| COCL | Compliance Office / Community Liaison |
| COPPEA | City of Portland Professional Employees Association |
| CPI | Consumer Price Index |
| CRC | Capital Review Committee |
| CSL | Current Service Level |
| CSO | Combined sewer overflow |
| DCL | Diversity and Civic Leadership program (within ONI) |
| DCTU | District Council of Trade Unions |
| DEQ | (State) Department of Environmental Quality |
| DOJ | (U.S.) Department of Justice |

| | |
|------------------------------------|--|
| <i>EBS</i> | Enterprise Business System |
| <i>ECC</i> | Emergency Coordination Center |
| <i>ECPC</i> | Equitable Contracting & Purchasing Commission |
| <i>EPA</i> | (U.S.) Environmental Protection Agency |
| <i>ESA</i> | Endangered Species Act |
| <i>ESB</i> | Emerging small business |
| <i>FEMA</i> | (U.S.) Federal Emergency Management Administration |
| <i>FPDR</i> | Fire & Police Disability & Retirement |
| <i>FTE</i> | Full-time equivalent employee |
| <i>FY</i> | Fiscal year |
| <i>GAAP</i> | Generally Accepted Accounting Principles |
| <i>GASB</i> | Governmental Accounting Standards Board |
| <i>GATR</i> | Government Accountability, Transparency, and Results |
| <i>GFOA</i> | Government Finance Officers Association |
| <i>GIS</i> | Geographic Information System |
| <i>GO Bond</i> | General obligation bond |
| <i>GTR</i> | General transportation revenues |
| <i>HR</i> | Human Resources |
| <i>IA</i> | Interagency agreement |
| <i>IGA</i> | Intergovernmental agreement |
| <i>KPM</i> | Key Performance Measure |
| <i>LCDC</i> | (State) Land Conservation and Development Commission |
| <i>LID</i> | Local Improvement District |
| <i>LT2</i> | Long-Term 2 Surface Water Treatment Rule |
| <i>LUBA</i> | Land Use Board of Appeals |
| <i>M&S</i> | Materials and services |
| <i>M/W/ESB</i> | Minority/Women-owned/Emerging small business |
| <i>Metro</i> | Portland metropolitan regional government |
| <i>MDCs</i> | Mobile Data Computers, in police patrol cars |
| <i>MOU</i> | Memorandum of Understanding |
| <i>NOAA Fisheries</i> | (U.S.) National Oceanic & Atmospheric Administration—National Marine Fisheries Service |
| <i>NPDES</i> | National Pollutant Discharge Elimination System |
| <i>O&M</i> | Operation and maintenance |
| <i>OAR</i> | Oregon Administrative Rules |

| | |
|--------------------|---|
| ODOT | Oregon Department of Transportation |
| OEHR | Office of Equity & Human Rights |
| OMF | Office of Management & Finance |
| ONI | Office of Neighborhood Involvement |
| OPSRP | Oregon Public Services Retirement Plan, successor to PERS |
| OPUC or PUC | Oregon Public Utility Commission |
| ORS | Oregon Revised Statutes |
| OYVP | Office of Youth Violence Prevention |
| P&D | Printing & Distribution (within OMF) |
| PBEM | Portland Bureau of Emergency Management |
| PBOT | Portland Bureau of Transportation |
| PDC | Portland Development Commission |
| PERS | Public Employees Retirement System, succeeded by OPSRP for newer public employees |
| PF&R | Portland Fire & Rescue |
| PFFA | Portland Fire Fighters Association |
| PHB | Portland Housing Bureau |
| PP&R | Portland Parks & Recreation |
| PPA | Portland Police Association |
| PPB | Portland Police Bureau |
| PPCOA | Portland Police Commanding Officers Association |
| PPDS | Portland Police Data System |
| PPI | Producer Price Index |
| PSSRP | Public Safety Systems Revitalization Project |
| PTE | Professional, technical, and expert services |
| PUB | Portland Utility Board |
| RACC | Regional Arts & Culture Council |
| RFP | Request for proposal |
| ROW | Right-of-way |
| SAFE | Street Access for Everyone |
| SAP | City's financial and human resource system |
| SCT | Service Coordination Team |
| SDC | System development charge |
| SEA | Service Efforts and Accomplishments Report |
| SMF | Street Maintenance Fee |

Acronyms

| | |
|--------------------------|---|
| <i>TAN</i> | Tax anticipation note |
| <i>TIF</i> | Tax increment financing |
| <i>TMDL</i> | Total maximum daily load |
| <i>TSCC</i> | Tax Supervising & Conservation Commission |
| <i>UGB</i> | Urban Growth Boundary |
| <i>URA</i> | Urban Renewal Area |

Glossary

2035 COMPREHENSIVE PLAN: A long-range plan that sets the framework for the physical development of the city. The plan is comprised of four components that will guide land use and infrastructure investment decisions in Portland for the next 20 years: goals and policies, land use designation maps, a list of significant projects, and portions of the Transportation System Plan (TSP).

2040 PLAN: A planning guide for regional growth in the Portland metropolitan area over the next 35 to 50 years. The plan was produced by Metro, the regional governing body for the Portland metropolitan area.

ACCOUNT: The classification of appropriation by type of expenditure or revenue (see Line Item).

ACCOUNTING PERIOD: The City's fiscal year is divided into 12 accounting periods. Each accounting period is one month long. Each fiscal year includes an additional four accounting periods for small adjustments after the end of the year, for a total of 16 accounting periods.

ACCRUAL: An entry which records an expense for which no cash disbursement has occurred at the end of the fiscal year, although the expense was incurred in that fiscal year. Accruals are used to ensure expenses are recorded in the fiscal year in which they are incurred, regardless of when payment actually takes place.

APPROPRIATION: The legal authority to spend funds designated for a specific purpose.

BALANCED BUDGET: Oregon Administrative Rule 150-294.352(1)-(B), relating to Local Budget Law, states that the City "must construct its budget in such a manner that the total resources in a fund equal the total of expenditures and requirements for that fund" and "the total of all resources of the district must equal the total of all expenditures and all requirements for the district." A budget that meets these specifications is considered balanced.

BALLOT MEASURE 37: A measure approved by Oregon voters in November of 2004. The measure requires state and local governments to reimburse property owners for reduced property values attributable to government regulation, or to waive the applicable regulations. Ballot Measure 49, passed in 2007, overturned and modified many Measure 37 provisions.

BALLOT MEASURE 47: A property tax limitation measure approved by Oregon voters in November 1996.

BALLOT MEASURE 50: A property tax limitation measure referred by the Oregon Legislature to voters as a replacement for Ballot Measure 47. Measure 50 was approved by voters in May 1997.

BEGINNING FUND BALANCE: Net resources (cash and noncash) available in a fund at the beginning of a fiscal year, carried over from the prior fiscal year.

BRASS: The Budget Reporting and Analysis Support System, the City's budget software system. BRASS is used to develop and track the City's budget and performance measures data.

BRIDGE FUNDING: Temporary funds intended to provide for services during a period of transition or downsizing.

BUDGET: A financial, operating, and management plan for the provision of services. A budget provides for the receipt of revenues and establishes legal appropriations for the fiscal year or period.

BUDGET CALENDAR: The schedule of major events in the budget process.

BUDGET COMMITTEE: A special committee required under Oregon Local Budget Law. The committee, which in Portland's case is identical in composition to the City Council, reviews the Mayor's Proposed Budget and votes to approve the budget.

BUDGET MESSAGE: A written explanation of the budget and the City's financial plan and priorities presented to the Budget Committee (City Council) by the Mayor. The budget message is a requirement of Oregon Local Budget Law.

BUDGET MONITORING PROCESS (BMP): A report submitted by bureaus two times each year, typically occurring in October and April. The report compares planned and actual expenditures, revenues, and performance measurement data. Bureaus can also request appropriation changes through the BMP processes.

BUDGET NOTES: Directives included in the budget adoption ordinance that instruct a bureau or office to take a specific action, or that convey Council intent with respect to a particular issue.

BUDGET PHASES: The following are the major versions of the budget. Each corresponds with a different phase of the budget process.

- ◆ **REQUESTED:** A bureau's requested appropriation as submitted to City Council and the City Budget Office.
- ◆ **PROPOSED:** The Mayor's recommended budget as presented to the Budget Committee.
- ◆ **APPROVED:** The budget as approved by the Budget Committee and subsequently reviewed and certified by the Multnomah County Tax Supervising and Conservation Commission. The Approved Budget occurs after the release of the Mayor's Proposed Budget and before the final Adopted Budget.
- ◆ **ADOPTED:** The budget as adopted by City Council. It is the Adopted Budget from which the City operates during the fiscal year.
- ◆ **REVISED:** The budget as amended by ordinances, typically during a Budget Monitoring Process, by City Council throughout the fiscal year.

BUREAU ADVISORY COMMITTEE (BAC): Bureau specific committees, specific to a particular bureau, consisting of community members appointed to advise the bureau on its budget requests and to make recommendations to Council.

BUREAU GOAL: A specific statement of results that a bureau plans to achieve in order to meet an identified community need.

CAPITAL BUDGET: The expenditures scheduled for the first year of the five-year Capital Improvement Plan.

CAPITAL EQUIPMENT: Machinery, vehicles, furniture, etc. with a unit cost in excess of \$5,000 and an expected life of at least one year.

CAPITAL IMPROVEMENT: An expenditure of at least \$10,000 that extends an asset's useful life and/or improves its efficiency, capacity, or usability. The life expectancy of a capital improvement must be at least ten years.

CAPITAL IMPROVEMENT PLAN (CIP): A five-year plan approved by the Council that lists capital improvement projects, costs, and schedules for completion.

CAPITAL OUTLAY: A major expenditure category that includes land, buildings (purchase or construction), improvements other than buildings (purchase or construction), and equipment and furniture with a unit cost in excess of \$5,000.

CAPITAL REVIEW COMMITTEE (CRC): A committee comprised of representatives from the General Fund bureaus submitting capital budget requests.

CITY AND NEIGHBORHOOD PLANNING: The regulation of development patterns through permitting and zoning.

CITY BUDGET OFFICE (CBO): The office that plans and administers the budget process for the City. This includes the issuance of instructions to bureaus, analysis of requests, preparation of the Mayor's Proposed Budget, and preparation of the Adopted Budget.

COMBINED SEWER OVERFLOW (CSO): Flows from a sewer system that contain both sanitary sewage and stormwater and are discharged directly, without treatment, to a receiving waterway during periods of high flows.

COMMUNITY ENGAGEMENT LIAISONS (CELS) PROGRAM: CELs are experienced City of Portland-trained civic activists, fluent in English, who are available to assist City public involvement programs with interpretation and facilitation services for a reasonable fee. Community Engagement Liaisons are a part of the Office of Neighborhood Involvement's New Portlanders Program.

DESTINATION FUND: A fund receiving transferred dollars from another fund (the "source fund").

ENDING FUND BALANCE: The amount that remains unspent in a fund after subtracting budgeted expenditures, including contingency.

EXPENSES:

- ◆ **BUREAU EXPENSES:** Requirements of the programs or services provided by the City's bureaus. The major bureau expense categories are personal services, internal and external materials and services, and capital outlay.

- ◆ **FUND EXPENSES:** Requirements of a fund for supporting programs and services. The major fund expense categories are contingency, debt retirement, and interfund transfers.

EXPENDITURE: The actual outlay of, or obligation to pay, cash. This does not include encumbrances. Expenditures exclude fund-level requirements such as contingency and cash transfers.

FEDERAL FINANCIAL ASSISTANCE: Assistance provided by a federal agency in the form of grants, contracts, cooperative agreements, loans, loan guarantees, property, interest subsidies, insurance, or direct appropriation to individuals. It includes funding awarded directly from federal agencies, or indirectly through other units of state and local government.

FINANCIAL OUTLOOK: Report on the General Fund's current financial condition. The report is used by Council and produced quarterly, four times per year.

FISCAL YEAR (FY): The twelve-month period beginning July 1 and ending June 30.

FUND: A budgetary and accounting mechanism for designating a sum of money or other resources for a particular purpose. Each fund constitutes an independent budgetary, fiscal, and accounting entity. Fund categories include governmental, proprietary, and fiduciary. Funds are established in accordance with state and local laws, regulations, and other limitations.

- ◆ **CAPITAL PROJECT FUNDS:** Funds dedicated to the acquisition, construction, or improvement of capital assets. (Construction funds for the Bureau of Environmental Services and the Water Bureau are considered enterprise funds.)

- ◆ **DEBT SERVICE FUNDS:** Funds that account for the payment of debt service on general obligation, revenue, assessment, improvement, and urban renewal tax increment bonds.

- ◆ **ENTERPRISE FUNDS:** Funds that are used to account for activities that render services on a user-fee basis and are expected to function without General Fund resources. Enterprise funds include the Hydroelectric Power Operating, Water, Sewer System Operating, Solid Waste Management, Golf, and Parking Facilities Funds.

- ◆ **FIDUCIARY FUNDS:** The City has three fiduciary funds, all used to account for the retirement and disability costs of police and fire personnel. Revenues for the main fund, the Fire & Police Disability & Retirement (FPDR) Fund, are received from a property tax levy authorized by Portland voters in 1948.

- ◆ **GENERAL FUND:** The General Fund includes resources for all general purpose activities of the City that are supported by property taxes, other discretionary resources, and by General Fund overhead recovery revenue.

- ◆ **GOVERNMENTAL FUNDS:** Funds that support the general government activities of the City. The largest and most visible governmental fund is the General Fund, which supports police, fire, parks, and other services. The Transportation Operating Fund is the other major governmental fund. Capital projects, debt service, permanent, and special revenue funds are also governmental funds.

- ◆ **INTERNAL SERVICE FUNDS:** Funds that provide central services, such as fleet maintenance and printing to other bureaus and agencies. These funds operate almost solely with revenues received from the agencies using their services.

- ◆ **PERMANENT FUNDS:** Funds for gifts or bequests that are legally restricted to the extent that only interest earnings on the principal may be used as designated by the donor. Currently, the City has only one fund of this type, the Parks Endowment Fund.

- ◆ **PROPRIETARY FUNDS:** A category of funds that includes enterprise funds and internal service funds.
- ◆ **RESERVE FUNDS:** Funds established to provide a holding place for emergency and counter-cyclical reserve monies. Dollars must be transferred from reserve funds to operating funds to be expended. Transfers are only permitted under circumstances that are clearly specified when the fund is created. Examples include the General Reserve and Transportation Reserve Funds. Reserve funds are special revenue funds.
- ◆ **SPECIAL REVENUE FUNDS:** Funds established to receive money from specific sources that can be used only for specific purposes. Reserve funds are examples.

GATR: A Government Accountability, Transparency and Results (GATR) Session is a data-driven executive level management meeting focused on specific topics of interest to the Mayor. With a goal of increased collaboration and problem solving, these sessions track bureau performance against established goals and identify solutions to help the City operate more efficiently and effectively.

GENERAL FUND DISCRETIONARY: General Fund discretionary resources are those that the City Council can allocate to programs and services in any area. Discretionary resources include property taxes, utility license fees, business license fees, transient lodging taxes, state shared revenues (from cigarette taxes and liquor sales), interest income, miscellaneous revenues, and cash transfers into the General Fund. General Fund bureaus receive General Fund discretionary revenue that is an allocation of these discretionary resources.

GENERAL FUND OVERHEAD: General Fund overhead consists of those functions that provide general support to other parts of City government. Overhead functions include the Bureaus of Revenue & Financial Services, Human Resources, and purchases in the Office of Management & Finance, and the Offices of the Mayor, City Commissioners, Auditor, Attorney, Emergency Management, City Budget Office, and the Office of Equity & Human Rights. The budgets for these bureaus and offices are allocated to other bureaus through the General Fund overhead model. In this model, Non-General Fund bureaus transfer resources to the General Fund to support the overhead functions. General Fund bureaus' share of General Fund overhead is not collected; instead, the overhead functions receive General Fund discretionary revenue to cover what would be the General Fund bureaus' share of General Fund overhead.

GENERAL OBLIGATION (GO) BONDS: Voter-approved bonds backed by the full faith and credit and taxing authority of the City. These bonds are typically paid from a property tax levied upon all taxable property within the City. GO bonds are used to finance a wide range of capital projects.

GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA) DISTINGUISHED BUDGET AWARD: The highest form of recognition in governmental budgeting. Its attainment represents a significant accomplishment by the management, staff, and elected officials of award recipients. Budgets are evaluated for effectiveness as a policy document, a financial plan, an operations guide, and a communication device.

GRANT: Donated financial assistance received from state, federal, or other third-party sources, or similar assistance to non-city entities from City revenues.

INTERAGENCY AGREEMENT (IA): An agreement for provision and receipt of services between City bureaus or funds. IAs establish a mutually agreed upon budget amount for anticipated services to be provided and received.

INTERNAL SERVICE BUREAUS: Bureaus that exist to provide services to other City bureaus. These services include fleet, printing and distribution, facilities management, risk management (insurance), and technology services.

LINE ITEM: The lowest level expenditure classification. Line items are detail accounts within major object codes. For example, utilities and local travel are line items within the external materials and services major object category.

LOCAL BUDGET LAW: Oregon Revised Statutes, Chapter 294, which prescribes budgeting practices for municipalities, counties, and special districts within Oregon.

MAJOR OBJECT CATEGORIES: Broad categories of expenditures. Major object categories include personnel services, external and internal materials and services, capital outlay, interfund transfers, contingency, and debt service. (See Account or Line Item.)

MINOR EQUIPMENT: Tools or equipment with a unit cost of less than \$5,000.

MISSION: A statement of an organization's overall purpose.

NEW PORTLANDERS POLICY COMMISSION: The New Portlanders Policy Commission provides technical advice to City bureaus and elected officials on policies and practices to integrate immigrant and refugee communities' needs and perspectives into the provision of City services.

OBJECTIVE: A desired result, established for a group of related activities within a bureau. The achievement of an objective satisfies part or all of a bureau goal.

OFFICE OF MANAGEMENT & FINANCE (OMF): The organizational unit that includes many of the City's central administrative functions, such as human resources, accounting, treasury, and debt management, as well as the internal service bureaus.

ONE-TIME EXPENDITURES: These are expenditures for one-time projects or services. After the project or service is completed, expenditures are terminated and funds are no longer appropriated. One-time expenditures are not considered part of normal capital or operating costs.

ONE-TIME REVENUES: Revenues that are either non-recurring (such as certain grant awards, legal settlements etc.) or which represent discretionary General Fund resources in excess of current ongoing requirements but less than the amount required in the fifth year of the financial forecast.

ONGOING EXPENDITURES: Continuing expenditures that maintain established levels of service (as compared to one-time expenditures).

ONGOING REVENUES: Discretionary General Fund revenues that are sufficient to fund services through the five years of the financial forecast.

OREGON REVISED STATUTES (ORS): The laws of the State of Oregon.

OVERHEAD: An amount assessed, usually at the fund level, to support administrative and general support services budgeted in the General Fund. The collection of overhead charges from all City funds ensures that all bureaus share the cost of necessary central services, such as accounting, legal services, and purchasing.

PERFORMANCE MEASURE: An indicator that measures the degree of accomplishment of an objective. The major types are as follows:

- ◆ **BENCHMARK:** A measure of system wide effectiveness or efficiency. For example, the public safety system consists of police, corrections, prosecution, legal defense, adjudication, and other related services. A benchmark is designed to track the performance of an overall system.
- ◆ **EFFECTIVENESS MEASURE:** A qualitative and/or quantitative measure of the extent to which the performance of related tasks achieve a desired result or objective.
- ◆ **EFFICIENCY MEASURE:** The extent to which the process utilized by an organization to produce goods and/or services minimizes the use of resources.
- ◆ **KEY PERFORMANCE MEASURE:** Key performance measures (KPMs) are outcome indicators of core service delivery that provide bureau managers and Council with information to guide decision-making. KPMs should be the most selective of all performance measures, and be clearly understandable, results-oriented, selective, useful, reliable, and comparable.
- ◆ **WORKLOAD MEASURE:** A quantity of work performed.

PORTLAND COMMISSION ON DISABILITY: This commission guides Portland to be a more universally accessible city for all. Supported by the Office of Equity & Human Rights, the commission seeks accessibility in the built environment, employment, livability and health, and outreach.

PORTLAND DEVELOPMENT COMMISSION (PDC): The Portland Development Commission is the City of Portland's urban renewal agency. The commission oversees the investment of urban renewal tax increment revenues in specified urban renewal areas.

PORTLAND PLAN: A document, adopted by City Council on April 25, 2012, that guides Portland progress and direction over the next 25 years. The plan is organized into the broad themes of 1) a healthy connected City, 2) thriving, educated youth, and 3) economic prosperity and affordability. Equity is the overarching framework for the plan.

PORTLAND UTILITY BOARD (PUB): The citizen oversight body and Budget Advisory Committee for the Portland Water Bureau and Bureau of Environmental Services. The Board's purpose is to advise City Council, on behalf of and for the benefit of the citizens of Portland, on the financial plans, capital improvements, annual budget development, and rate setting for the City's water, sewer, and stormwater services.

PROGRAM: A set of activities and projects that seek to accomplish a common specific objective. Programs are typically considered subdivisions of a bureau.

PUBLIC FACILITIES PLAN: A document that describes significant projects that will support land uses in the City's Comprehensive Plan and other projects, divided into short-term (five years) and long-term (6-20 years) needs. The plan supports the City of Portland's Comprehensive Plan and Capital Improvement Plan. There are two classes of public facilities:

- ◆ Significant facilities necessary to support land uses designated in the Comprehensive Plan.
- ◆ All other facilities with a projected value of more than \$10,000, including buildings, structures, or equipment incidental to the direct operation of the significant facilities listed above.

REGIONAL WATER SUPPLY PLAN: A long-range plan for the water supply of 27 municipal water suppliers in the greater Portland metro area.

REQUIREMENTS: Budgeted expenditures plus ending fund balance. Requirements include bureau expenditures, contingencies, interfund cash transfers, debt service, and ending fund balance.

RESERVES: Resources set aside for emergency expenses, downturns in the economy, or other unforeseen needs (see Reserve Funds).

RESOURCES: Revenue and other monies that a bureau has or expects to receive. Resources include estimated revenues and beginning fund balance.

REVENUE: Money received into a fund or appropriation unit from outside the fund or appropriation unit.

SAP: The financial software system that replaced the City's Integrated Business Information System and other financial software programs.

SOURCE FUND: A fund transferring dollars to another fund (the "destination fund").

SPECIAL APPROPRIATION: Special appropriations are used for special projects and programs that provide citywide benefit and are not part of any particular bureau's operating budget.

SUPPLEMENTAL BUDGET: A supplemental budget is required to increase the size of a fund, or to make a transfer from a fund's contingency during the fiscal year.

TAX SUPERVISING & CONSERVATION COMMISSION (TSCC): The state-authorized body that reviews the budgets of all government entities within Multnomah County prior to adoption by those entities' elected officials. TSCC certifies that each local government's budget is in compliance with Local Budget Law.

UTILITY LICENSE FEE: A percentage of utility revenues that is transferred to the City's General Fund as a payment for the utilities' use of public rights-of-way.